

# FY 2023-24 Adopted Budget and Multi-Year Capital Plan

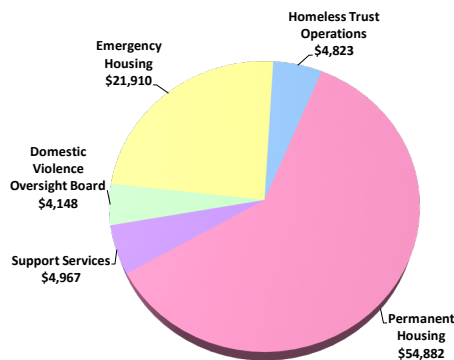
## Homeless Trust

The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for the provision of housing and services to individuals and families experiencing homelessness throughout Miami-Dade County. The Homeless Trust advises the Board of County Commissioners (BCC) on issues related to homelessness and serves as the identified "Collaborative Applicant" for the United States Department of Housing and Urban Development's (U.S. HUD) Continuum of Care Program and the Florida Department of Children and Families Office on Homelessness. The Homeless Trust implements Miami-Dade County's Community Homeless Plan: Priority Home and the one percent Food and Beverage Tax proceeds in furtherance of the plan. Eighty-five percent (85%) of Food and Beverage Tax proceeds are dedicated to homeless housing and services and leveraged with federal, state, local and other resources dedicated to providing housing and services for the homeless, including survivors of domestic violence. The Homeless Trust also provides administrative, contractual and policy formulation assistance related to homeless and domestic violence housing and services. The Homeless Trust also assists in coordinating and monitoring the construction and operations of domestic violence centers in Miami-Dade County, which are funded through the remaining 15 percent of the Food and Beverage Tax.

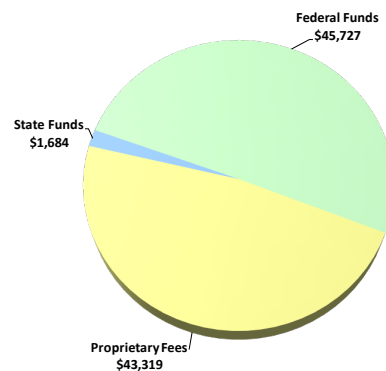
As part of the Health and Society strategic area, the Homeless Trust funds and monitors homeless prevention services, temporary and permanent housing, and supportive services for the homeless, including homeless outreach. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first enter the system and as their needs develop and evolve over time. This blend of housing and services comprises what is known as the homeless continuum of care. Over 9,000 emergency, transitional and permanent housing beds have been developed by or through the Homeless Trust since its inception in 1993. A Board of Trustees, comprised of 27 members, governs the Homeless Trust. Membership consists of appointed leadership, including County and City commissioners, representatives from the Judiciary, the Superintendent of Schools, the Florida Department of Children and Families Regional Administrator and the City of Miami Manager. The Board also includes representation from Miami Homes for All; business, civic and faith-based community groups; homeless service providers; homeless individuals; and formerly homeless individuals. To fulfill its mission of assisting homeless individuals and families, the Homeless Trust relies on the services offered by provider agencies within the community, including its private sector partner, Chapman Partnership.

## FY 2023-24 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



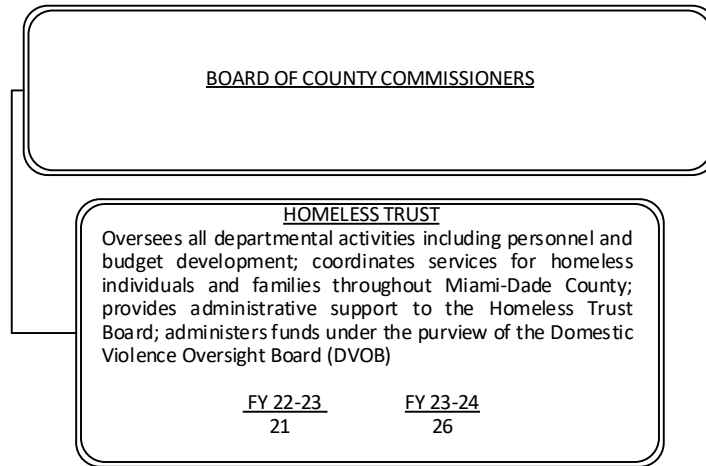
**Revenues by Source**  
(dollars in thousands)



# FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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## TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 26

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: HOMELESS TRUST OPERATIONS**

The Homeless Trust Division oversees all departmental activities, including personnel and budget development, and coordinates housing and services for homeless and formerly homeless individuals and families throughout Miami-Dade County.

- Administers more than 100 individual grant-funded programs with more than 20 organizations to provide essential housing and services for people experiencing homelessness in Miami-Dade County
- Administers 85 percent of the one percent Food and Beverage Tax proceeds
- Conducts two countywide homeless census counts each year to assess the type and number of homeless individuals in Miami-Dade County and surveys and analyzes system data to improve utilization and performance
- Coordinates Homeless Trust activities and recommends, defines and monitors operating goals, objectives and procedures for the Homeless Trust
- Coordinates referrals of homeless individuals and families to permanent supportive housing
- Implements policies developed by the Homeless Trust Board and Committees
- Manages the local Homeless Management Information System to track system utilization, needs, gaps and trends
- Provides a continuum of housing and support services for targeted homeless populations, including services related to sexual assault and domestic violence, mental health and substance abuse
- Provides culturally sensitive prevention, outreach and intervention services for homeless and formerly homeless individuals and families, including veterans, chronically homeless, youth and families
- Serves as staff to the Board of the Homeless Trust and liaison to the Office of the Mayor and the BCC
- Utilizes local, state and federal funds to assist the homeless and formerly homeless
- Administers 15 percent of the one percent Food and Beverage Tax proceeds; these funds are under the purview of the DVOB

### **Strategic Objectives - Measures**

- HS1-1: Reduce homelessness throughout Miami-Dade County

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Eliminate homelessness in Miami-Dade County	Total number of homeless persons*	OC	↓	3,245	3,276	3,300	3,350	3,300
	Number of persons entering the system for the first time	OC	↓	4,703	5,101	4,650	4,700	4,600
	Average number of days persons remain homeless	OC	↓	141	145	138	140	137
	Percentage of persons who access permanent housing upon exiting a homeless program	OC	↑	45%	55%	58%	57%	59%
	Percentage of persons who achieve an increase in income upon exiting a homeless program	OC	↑	35%	35%	36%	35%	36%
	Percentage of individuals who return to homelessness within two years	OC	↓	24%	19%	24%	25%	23%

\*Measure refers to the total number of sheltered and unsheltered homeless persons at a single point in time. FY 2022-23 Projection increased in part because of first time homelessness, but also, because of increased shelter capacity due to the loosening of COVID restrictions

# FY 2023-24 Adopted Budget and Multi-Year Capital Plan

## DIVISION COMMENTS

- During FY 2022-23 a Business Analyst overage position was added to analyze and measure systemwide and project-level performance for the homeless Continuum of Care, interpret data related to homeless sub-populations, identify provider characteristics and client pathways that contribute to performance and recommend changes to improve performance outcomes (\$68,000)
- The FY 2023-24 Adopted Budget includes funding for the addition of two Contract Officers to process current and new provider reimbursements (\$193,000), one Quality Assurance Coordinator to monitor the special NOFO project providers (\$104,000), and one Accountant 2 to assist with the accounting and processing of payments for current and new providers (\$100,000)



The United States Department of Housing and Urban Development (USHUD) released a special Notice of Funding Opportunity (NOFO) to address unsheltered homelessness with an emphasis on serving people with severe service needs. Homeless Trust is receiving additional funds totaling \$21,214,204 for three years commencing in FY 2023-24; the Homeless Trust will contract with five providers to provide the services (Camilus House, Educate Tomorrow, New Hope Corps, City of Miami Beach and Miami Recovery Project)

- The Homeless Trust continues to feel the impacts of Miami-Dade County's affordable housing crisis and the lack of housing options, particularly for persons at or below 30% of the Area Median Income, many of whom are disabled; continuing fallout from the COVID-19 pandemic, the closing of unsafe structures following the Surfside collapse and increased migrant inflow have further strained available resources; homeless prevention services also remain in demand as renters and property owners face hardships



The Homeless Trust continues to partner with and leverage the resources of area public housing agencies, including Miami-Dade, Miami Beach, Hialeah and Homestead, to provide housing to homeless households, including 770 Emergency Housing Vouchers made available through the American Rescue Plan Act



The Homeless Trust continues to work with Participating Jurisdictions, including Miami-Dade, Miami, Hialeah, Miami Beach and North Miami to target HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) resources to add new units to the development pipeline targeted to people experiencing homelessness and rehouse persons experiencing homelessness

- Efforts continue to pursue full participation in the Local Option 1% Food and Beverage Tax in Miami-Dade as three municipalities (Miami Beach, Surfside and Bal Harbour) remain exempt from the penny program
- Food and Beverage Tax funded investments in homeless prevention, rapid rehousing and specialized outreach programs have been enhanced in the FY 2022-23 Adopted Budget to offset the phase out of Emergency Solutions Grant-Coronavirus (ESG-CV) resources made available through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act); ESG-CV resources have largely returned to pre-pandemic levels



During the 2023 State Legislative Session, the Homeless Trust secured a special appropriation of \$562,000 for low barrier, single-site permanent supportive housing allowing for quick placement of individuals coming directly from the street who would likely not do well in a congregate facility, such as an emergency shelter; this new housing serves as a bridge to other permanent housing



The Homeless Trust continues to pursue strategies to eliminate race as a social determinant of homelessness and is working to ensure black persons and persons with lived experience are part of CoC planning and decision making; the Homeless Trust continues to perform an annual racial disparity quantitative assessment, review its coordinated entry system to ensure people of color have equal access to permanent housing, and facilitate trainings on racial bias and equity

- In FY 2023-24 Adopted Budget, the Homeless Trust Capital and Tax Equalization Reserves for future infrastructure acquisition and renovations are \$6.349 million; Tax Equalization Reserves, which are essential to maintaining service levels and adding needed capacity, are \$2.002 million

# FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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## ADDITIONAL INFORMATION



The FY 2023-24 Adopted Budget includes allocations to the Sundari Foundation, Inc., operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma-informed housing and services for homeless women, youth, and children with special needs in the Health and Society Community-Based Organizations allocation for \$578,900

## CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to address long-term infrastructure needs at Chapman Partnership North; improvements include interior and exterior renovations, replacement of aging equipment, commercial kitchen upgrades and HVAC replacement; these projects are funded with Homeless Trust Capital Reserve funds; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; these facilities, through a private -public partnership offer homeless assistance to men, women and children as well as provide a variety of support services (total program cost \$2.4 million; \$465,000 in FY 2023-24; capital program #2000002458)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to address long-term infrastructure needs at Chapman Partnership South; improvements include installation of security cameras, HVAC replacement, kitchen upgrades, and new generators; these projects are funded with Homeless Trust Capital Reserve funds; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; these facilities, through a private -public partnership offer homeless assistance to men, women and children as well as provide a variety of support services (total program cost \$1.785 million; \$430,000 in FY 2023-24; capital program #2000002355)



In order to meet the increasing demand to provide shelter and support services to the homeless population in Miami-Dade County, the Department purchased the KROME facility in January 2023 for \$4.594 million, funded with Miami-Dade Rescue Plan funds; in FY 2023-24, the Department's Adopted Budget and Multi-Year Capital Plan includes funding for the renovation of the facility in order to provide specialized housing and services for unsheltered single adult men with special needs; the project is funded with the HOMES Plan (\$2.1 million), City of Miami Beach contribution (\$1 million), and the Miami-Dade Rescue Plan (\$6 million); the annual estimated operating cost is \$1.5 million (total program cost \$9.1 million; \$4.506 million in FY 2023-24; capital program #2000002975)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to purchase and renovate the La Quinta Hotel in Cutler Bay; the project is funded with the HOMES Plan (\$7.9 million) and the City of Miami's HOMES Plan (\$8 million); this facility, through a private-public partnership will offer homeless assistance to chronically homeless individuals as well as provide a variety of support services to include case management and life skills training; the hotel has 107 rooms including 6 to 7 large suites; the annual estimated operating cost is \$1.64 million (total program cost \$15.9 million; \$5.35 million in FY 2023-24; capital program #2000003116)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to address the aging infrastructure at Verde Gardens; improvements include, but not limited to interior and exterior renovations, replacement of aging of equipment, commercial kitchen upgrades, HVAC replacement, and the installation of security cameras; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; the facility provides supportive housing and services to families experiencing homelessness; the project is funded with Homeless Trust Capital Reserve funds (total program cost \$4.459 million; \$641,000 in FY 2023-24; capital program #2000002356)

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	6	6	10	5	7
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	101	98	113	100	120
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	1	6	7	12	14
Utilities	9	10	8	8	8

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
<b>Revenue Summary</b>				
Carryover	24,902	27,770	38,070	37,008
Food and Beverage Tax	31,209	40,488	40,030	42,227
Interest Earnings	60	167	59	150
Miscellaneous Revenues	200	200	0	0
Other Revenues	62	116	301	175
State Grants	3,522	7,175	2,674	1,684
Federal Grants	28,769	30,857	33,850	45,727
<b>Total Revenues</b>	<b>88,724</b>	<b>106,773</b>	<b>114,984</b>	<b>126,971</b>

#### Operating Expenditures

##### Summary

Salary	2,341	2,044	2,043	2,545
Fringe Benefits	21	837	837	1,070
Contractual Services	65	98	126	101
Other Operating	697	969	559	653
Charges for County Services	572	562	569	624
Grants to Outside	51,593	59,386	85,539	85,729
Organizations				
Capital	5,431	382	30	8
<b>Total Operating Expenditures</b>	<b>60,720</b>	<b>64,278</b>	<b>89,703</b>	<b>90,730</b>

#### Non-Operating Expenditures

##### Summary

Transfers	0	0	5,074	1,568
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	20,207	34,673
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>25,281</b>	<b>36,241</b>

Expenditure By Program	Total Funding		Total Positions	
	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
<b>Strategic Area: Health and Society</b>				
Homeless Trust Operations	4,002	4,823	21	26
Domestic Violence	4,601	4,148	0	0
Oversight Board				
Emergency Housing	19,796	21,910	0	0
Permanent Housing	57,855	54,882	0	0
Support Services	3,449	4,967	0	0
<b>Total Operating Expenditures</b>	<b>89,703</b>	<b>90,730</b>	<b>21</b>	<b>26</b>

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
<b>Revenue</b>									
City of Miami Beach Contribution	0	1,000	0	0	0	0	0	0	1,000
HOMES Plan	7,900	2,100	0	0	0	0	0	0	10,000
HOMES Plan - City of Miami	8,000	0	0	0	0	0	0	0	8,000
Homeless Trust Capital Reserves	4,826	1,568	730	780	580	160	0	0	8,644
Miami-Dade Rescue Plan	4,594	1,406	0	0	0	0	0	0	6,000
<b>Total:</b>	<b>25,320</b>	<b>6,074</b>	<b>730</b>	<b>780</b>	<b>580</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>33,644</b>
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
Homeless Facilities	17,341	11,392	1,877	1,899	975	160	0	0	33,644
<b>Total:</b>	<b>17,341</b>	<b>11,392</b>	<b>1,877</b>	<b>1,899</b>	<b>975</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>33,644</b>

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### CHAPMAN PARTNERSHIP NORTH - FACILITY IMPROVEMENTS

**PROGRAM #: 2000002458**



DESCRIPTION: Provide facility improvements to address long-term facility needs to include interior and exterior renovations, replacement of aging equipment, commercial kitchen upgrades, and HVAC replacement

LOCATION: 1550 North Miami Ave  
 North Miami

District Located: 3  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Homeless Trust Capital Reserves	440	465	475	545	375	100	0	0	2,400
<b>TOTAL REVENUES:</b>	<b>440</b>	<b>465</b>	<b>475</b>	<b>545</b>	<b>375</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>2,400</b>
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	55	5	15	455	5	0	0	0	535
Infrastructure Improvements	335	410	410	40	320	100	0	0	1,615
Major Machinery and Equipment	50	50	50	50	50	0	0	0	250
<b>TOTAL EXPENDITURES:</b>	<b>440</b>	<b>465</b>	<b>475</b>	<b>545</b>	<b>375</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>2,400</b>

#### CHAPMAN PARTNERSHIP SOUTH - FACILITY RENOVATION

**PROGRAM #: 2000002355**



DESCRIPTION: Provide facility improvements to address long-term facility needs include the installation of security cameras, HVAC replacement, kitchen upgrades, and new generators

LOCATION: 28205 SW 124 Ct  
 Homestead

District Located: 9  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Homeless Trust Capital Reserves	910	430	100	80	205	60	0	0	1,785
<b>TOTAL REVENUES:</b>	<b>910</b>	<b>430</b>	<b>100</b>	<b>80</b>	<b>205</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>1,785</b>
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	485	380	50	30	100	60	0	0	1,105
Major Machinery and Equipment	30	50	50	50	500	0	0	0	680
<b>TOTAL EXPENDITURES:</b>	<b>515</b>	<b>430</b>	<b>100</b>	<b>80</b>	<b>600</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>1,785</b>

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### HOMELESS FACILITIES

**PROGRAM #:** 200003116



**DESCRIPTION:** Purchase, renovate and/or construct facilities to provide housing for chronically homeless individuals and families

**LOCATION:** Various Sites  
Throughout Miami-Dade County

**District Located:** 8  
**District(s) Served:** Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
HOMES Plan	7,900	0	0	0	0	0	0	0	7,900
HOMES Plan - City of Miami	8,000	0	0	0	0	0	0	0	8,000
<b>TOTAL REVENUES:</b>	<b>15,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,900</b>
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Building Acquisition/Improvements	10,550	5,350	0	0	0	0	0	0	15,900
<b>TOTAL EXPENDITURES:</b>	<b>10,550</b>	<b>5,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,900</b>

### KROME FACILITY - PURCHASE/RENOVATE

**PROGRAM #:** 200002975



**DESCRIPTION:** Purchase and repurpose the existing KROME facility to provide specialized housing and services for unsheltered single adult men with special needs

**LOCATION:** 18055 SW 12 St  
Unincorporated Miami-Dade County

**District Located:** 11  
**District(s) Served:** Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
City of Miami Beach Contribution	0	1,000	0	0	0	0	0	0	1,000
HOMES Plan	0	2,100	0	0	0	0	0	0	2,100
Miami-Dade Rescue Plan	4,594	1,406	0	0	0	0	0	0	6,000
<b>TOTAL REVENUES:</b>	<b>4,594</b>	<b>4,506</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Building Acquisition/Improvements	4,594	4,506	0	0	0	0	0	0	9,100
<b>TOTAL EXPENDITURES:</b>	<b>4,594</b>	<b>4,506</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,100</b>

Estimated Annual Operating Impact will begin in FY 2023-24 in the amount of \$1,500,000 and includes 0 FTE(s)



## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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**VERDE GARDENS - FACILITY RENOVATIONS**

**PROGRAM #: 2000002356**



DESCRIPTION: Provide facility improvements to include interior and exterior renovations, replacement of aging equipment, commercial kitchen upgrades, HVAC replacement, and the installation of security equipment

LOCATION: Various Sites  
 Homestead

District Located: 9  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Homeless Trust Capital Reserves	3,476	673	155	155	0	0	0	0	4,459
<b>TOTAL REVENUES:</b>	<b>3,476</b>	<b>673</b>	<b>155</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,459</b>
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	93	50	50	50	0	0	0	0	243
Infrastructure Improvements	1,149	591	1,252	1,224	0	0	0	0	4,216
<b>TOTAL EXPENDITURES:</b>	<b>1,242</b>	<b>641</b>	<b>1,302</b>	<b>1,274</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,459</b>

**UNFUNDED CAPITAL PROGRAMS**

PROGRAM NAME	LOCATION	(dollars in thousands) ESTIMATED PROGRAM COST
THIRD DOMESTIC VIOLENCE SHELTER - NEW	Undisclosed	16,500
<b>UNFUNDED TOTAL</b>		<b>16,500</b>