

Memorandum

MIAMI-DADE
COUNTY

Date: March 2, 2010

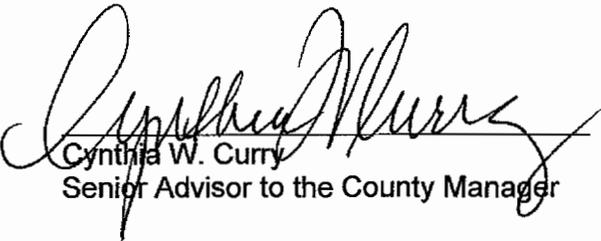
Agenda Item No. 1(F)6

To: Honorable Chairman Dennis C. Moss and
Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: Sunset Review of County Boards for 2010 – Miami-Dade County Homeless Trust

In accordance with the provisions of Section 2-11.40 of the Code of Miami-Dade County, I am transmitting the 2010 Sunset Review of County Boards Report for the Miami-Dade County Homeless Trust. The Board approved the attached report at its meeting of November 20, 2009 and has recommended the continuation of its board.


Cynthia W. Curry
Senior Advisor to the County Manager

cmo17510

Date: December 17, 2009
To: George M. Burgess
County Manager
From: Ronald L. Book 
Chairperson, Miami-Dade County Homeless Trust
Subject: Sunset Review of County Boards for 2010 – Miami-Dade County Homeless Trust

Pursuant to Section 2-11.40 of the Code of Miami-Dade County, I am submitting the 2010 Sunset Review of County Boards Report for the Homeless Trust for transmittal to the Board of County Commissioners (BCC). The Board approved the attached report at its meeting of November 20, 2009.

It is recommended that the BCC approve the continuation Miami-Dade County Homeless Trust.

BACKGROUND

1. When was the Board Created?

The Ordinance creating the Miami-Dade County Homeless Trust Board was approved by the Board of County Commissioners in May, 1994.

2. The purpose of the Board?

The Miami-Dade County Homeless Trust (the "Trust") was created with several primary functions: to administer the proceeds of the one-percent food and beverage tax, to implement the Miami-Dade County Community Homeless Plan, and to serve in an advisory capacity to the Board of County Commissioners on issues involving homelessness. Through its policies and procedures, the Trust has overseen the utilization of the food and beverage tax proceeds, as well as other funding sources, for the implementation of the goals of the three-phased plan. The Trust has also provided guidance and leadership on issues related to homelessness, such as serving as lead applicant on behalf of the County for federal funding opportunities, and developing and implementing the annual process to identify gaps and needs in the homeless continuum. The Miami-Dade County Community Homeless plan is well into implementation as a result of the directives of the Board, with policy and funding recommendations made to the Board of County Commissioners in support of the Plan.

3. Why the Board should continue to function?

The Miami-Dade County Homeless Trust and the Miami-Dade County Community Homeless Plan have been hailed as national models (and "Best Practice") for their progressive and proactive approach to addressing homelessness. A one-of-a-kind dedicated source of funding, as well as a unique public-private partnership, have drawn the attention and funding of government and private sector agencies. The implementation of the local continuum of care has resulted in major accomplishments since the Board's inception. Among those most notable, are the following:

- Reduced the street Homeless population of Miami-Dade County from 7,000 to 1000 people.

- A total of 823 emergency beds have been developed by the Homeless Trust.
- A total of 1,924 transitional beds been developed by/through the Homeless Trust.
- A total of 2,666 beds of permanent housing have been developed by/through the Homeless Trust.
- Hailed as a "National Model" and "Best Practice" (1998) for addressing homelessness;
- Secured more that \$288 million in U.S. HUD funding, including a \$15 million demonstration, HUD Initiatives grant in 1994.
- Through the efforts of our private-sector partner, Community Partnership for Homeless, 76,479 admissions of homeless men, women and children were served in our full service Homeless Assistance Centers with a 62% successful life to date out placement rate.
- Obtained \$15 million in General Obligation Bond Funds for the Development of Permanent Housing.
- Implemented a Public Relations campaign to educate the community about the services available through the Homeless Trust. This includes the implementation of the Adopt A Homeless Meter Campaign with small and large collection devices, painted by Romero Britto, promoting homeless awareness and redirecting contributions to panhandlers. Conducted 1st Annual Homeless Awareness Day in Miami-Dade County; on November 19, 2009.
- The United States Department of Housing and Urban Development (U.S. HUD) awarded the Homeless Trust with the National Visionary Award for the use of our Homeless Management Information System to track and evaluate services to homeless individuals with mental illness who are court involved.
- The Miami-Dade County Homeless Trust, in conjunction with Miami-Dade County Public Schools, The Community Partnership for Homeless and the Miami Coalition for the Homeless embarked on a campaign to educate all youth in our Public Schools about homelessness. The result of this endeavor was the production of two educational videos, with an accompanying grade specific, week long Curriculum geared toward children Kindergarten-12th grade. The Videos feature Homeless Children telling their stories of homelessness. Alonzo Mourning is featured in the Video with heartfelt and strong messages to children about homelessness and doing the right thing. Children grades K-5 were asked to produce a Poster, and children in Middle and High School asked to write an Essay describing their thoughts about homelessness after seeing the Video and Week Long Curriculum. The Posters and Essays were judged and three Winners (Elementary, Middle, and High School) of the contest were provided with a three day all expense paid trip to Disney World for a family of four. These efforts will continue in 2010 School Year.

- Received National recognition from U.S. HUD officials for reducing the number of people experiencing chronic homelessness in Miami-Dade County, which HUD “credited to expanded outreach to provide services to the most difficult population of homeless people and called Miami-Dade’s program a successful model”.

Ronald L. Book, Chairperson
Miami-Dade County Homeless Trust

SUNSET REVIEW QUESTIONNAIRE
MIAMI-DADE COUNTY BOARDS
2010

I. GENERAL INFORMATION

1. **NAME OF BOARD REPORTING:**

The following report is submitted on behalf of the Miami-Dade County Homeless Trust.

2. **INDICATE NUMBER OF BOARD MEMBERS, TERMS OF OFFICE, AND NUMBER OF VACANCIES:**

Number of Board Members: Twenty-seven (27) seats.
Terms of Office: Three (3) year staggered terms.
Number of Vacancies: 0.

The Miami-Dade County Homeless Trust is comprised of a 27-member Board. Board members serve three (3) year terms and are allowed to appoint designees to attend and vote on their behalf at meetings. There are currently two (2) Board vacancies

3. **IDENTIFY NUMBER OF MEETINGS AND MEMBERS' ATTENDANCE (Attach records reflecting activity from January 1, 2008 through December 31, 2009):**

Number of Meetings: *meetings held and scheduled: 19*
Number of Meetings with a Quorum: 19 (All)
Attendance Records: See Attachment.

The full board of the Miami-Dade County Homeless Trust held a total of 19 meetings including a Retreat January 23, 2009 through December 31, 2009 (expected to have a total of 21 by the end of the calendar year). Special meetings of the Trust can be called as needed. Additionally, Trust Committees including the Executive Committee, Services Development Committee, and Housing Development Committee (meet monthly except in August or more frequently as needed). In addition, the following committees meet as may be required: The City of Miami Sub-Committee, Finance and Audit Committee, Continuum of Care Sub-Committee, Judicial Committee, Long Range Planning Committee and the Homeless Prevention Sub-Committee. Because of the use of designees, a quorum is always present at the Trust Board and Executive Committee meetings, as well as most of the other Committee meetings. Only one (1) Trust meeting was unavoidably canceled during 2008 and 2009. No meetings of the full Trust have been canceled in previous years due to a lack of quorum. An attendance sheet is attached.

4. WHAT IS THE SOURCE OF YOUR FUNDING?

The Trust's administrative costs and programs are funded through revenues from the food & beverage tax. In addition to administering the proceeds of the food & beverage tax, the Board oversees the administration of funds acquired through grants (state, federal, etc.) sources.

5. DATE OF BOARD'S CREATION: May 3, 1994

6. ATTACH A COPY OF THE ORDINANCE CREATING THE BOARD (including any subsequent amendments) and its standard operating procedures, if any.

The Ordinance creating the Miami-Dade County Homeless Trust is attached.

7. INCLUDE THE BOARD'S MISSION STATEMENT OR STATE ITS PURPOSE:

The mission of the Homeless Trust is to eliminate homelessness in Miami-Dade County

8. ATTACH THE BOARD'S STANDARD OPERATING PROCEDURES, IN ANY:

See Attached

9. ATTACH A COPY OF THE BOARD'S BY-LAWS(if any):

Bylaws are attached.

10. ATTACH A COPY OF THE BOARD MINUTES APPROVING THE SUNSET REVIEW QUESTIONNAIRE, INCLUDING A VOTE OF THE MEMBERSHIP.

See Attached

II. EVALUATION CRITERIA

**1. IS THE BOARD SERVING THE PURPOSE FOR WHICH IT WAS CREATED?
(Please provide detailed information).**

Yes. The Miami-Dade County Homeless Trust (the "Trust") was created with several primary functions: to administer the proceeds of the one-percent food and beverage tax, to implement the Miami-Dade County Community Homeless Plan, and to serve in an advisory capacity to the Board of County Commissioners on issues involving homelessness. Through its policies and procedures, the Trust has overseen the utilization of the food and beverage tax proceeds, as well as other

funding sources, for the implementation of the goals of the three-phased plan. The Trust has also provided guidance and leadership on issues related to homelessness, such as serving as lead applicant on behalf of the County for federal funding opportunities, and developing and implementing the annual process to identify gaps and needs in the homeless continuum. The Miami-Dade County Community Homeless plan is well into implementation as a result of the directives of the Board, with policy and funding recommendations made to the Board of County Commissioners in support of the Plan.

2. IS THE BOARD SERVING CURRENT COMMUNITY NEEDS? (Please provide detailed information)

Yes. The Trust has worked diligently to address the needs of the community, and in particular, homeless families and individuals. The Trust has established policies and procedures regarding the type of services and housing appropriate for funding that, while addressing the needs of homeless persons, and persons at risk of becoming homeless, at the same time responsibly consider the concerns of the community as a whole. Efforts are always made and have been successful in involving the community, through advisory functions, in the process of addressing the complex issue of homelessness. Trust members representing homeless providers, formerly homeless persons, representatives from the business, faith and civic communities, as well as elected officials, provide vital insight and information regarding the necessary services to best address this population. Constant review of the changing needs of this population is also considered in making policy recommendations and funding allocations. In addition, public comment opportunities are provided in the annual process to identify the community's homeless housing and services gaps and needs. Trends are monitored to ensure that priorities mirror changing needs.

3.WHAT ARE THE BOARD'S MAJOR ACCOMPLISHMENTS?

a. Last twenty-four (24) months

The Miami-Dade County Homeless Trust and the Miami-Dade County Community Homeless Plan have been hailed as national models (and "Best Practice") for their progressive and proactive approach to addressing homelessness. A one-of-a-kind dedicated source of funding, as well as a unique public-private partnership, have drawn the attention and funding of government and private sector agencies. The implementation of the local continuum of care has resulted in major accomplishments since the Trust's inception and most particularly in the past two years. Among those most notable, are the following:

IN 2008 – 2009

- Fully engaged in implementing a Ten (10) Year Plan to end Homelessness: additional strategies that were incorporated into the Miami-Dade County Homeless Plan.
- Reduced the number of homeless people on the street from 1683 in July, 2007 to 994 in Jan 2009
- Received National recognition from U.S. HUD officials for reducing the number of people experiencing chronic homelessness in Miami-Dade County, which HUD "credited to expanded outreach to provide services to the most difficult population of homeless people and called Miami-Dade's program a successful model".
- Placed 8,452 homeless men, women and children into permanent housing.
- The Miami-Dade County Homeless Trust, in conjunction with Miami-Dade County Public Schools, The Community Partnership for Homeless and the Miami Coalition for the Homeless embarked on a campaign to educate all youth in our Public Schools about homelessness. The result of this endeavor was the production of two educational videos, with an accompanying grade specific, week long Curriculum geared toward children Kindergarten-12th grade. The Videos feature Homeless Children telling their stories of homelessness. Alonzo Mourning is featured in the Video with heartfelt and strong messages to children about homelessness and doing the right thing. Children grades K-5 were asked to produce a Poster, and children in Middle and High School asked to write an Essay describing their thoughts about homelessness after seeing the Video and Week Long Curriculum. The Posters and Essays were judged and three Winners (Elementary, Middle, and High School) of the contest were provided with a three day all expense paid trip to Disney World for a family of four. These efforts will continue in 2009-10 School Year.
- Continued implementation of contract with Socialserve for a Housing Locator which provides online services listing services of affordable housing units for rent and sale in our community. This is a joint project with MDHA and has won two awards.
- As directed by the Miami-Dade County Board of County Commissioners the Homeless Trust developed and implemented a Memoranda of Agreement establishing discharge policies for agencies in Miami-Dade County which provide services to homeless persons or those at risk of homelessness in an effort to prevent homelessness as recommended by

the Community Affordable Housing Strategies Alliance Taskforce. The MOA establishes partnerships between the Homeless Trust, The Miami-Dade Department of Corrections and Rehabilitation, the Department of Children & Families, The 11th Judicial Circuit, Our Kids, The State Attorney's Office, and community mental health centers

- Expanded the number of available beds to homeless persons in Miami-Dade County by 54 emergency beds, 71 transitional housing beds, and 322 permanent supportive housing beds.
- Through the efforts of our private-sector partner, Community Partnership for Homeless, 10,868 homeless men, women and children were served in our full service Homeless Assistance Centers with a 68.3% successful out placement rate.
- Secured \$1.1 million in state funding for crisis outplacement beds.
- Secured \$192,000 in Challenge Grant funds;; and \$25,000 in State Grant In Aid Data Collection funds from the Department of Children
- Secured \$750,000 in Homeless Housing Assistance Grant funds.
- Applied for and were awarded \$7.4 million in Homeless Prevention and Rapid Re-Housing Program American Recovery and Reinvestment Act Funding via the United States Department of Housing and Urban Development. This is a 15 fold increase over our local homeless prevention fund.
- Expanded and redesigned the Homeless Prevention system for families and individuals based on Best Practice Models from Minnesota. Provided an additional \$1,000,000 for Homeless Prevention Funding via the Homeless Trust.
- Collaborated with local municipalities, homeless services provider organizations, homeless advocates, and other County departments to develop the County's Consolidated Application to U.S. HUD for homeless housing and services funding. Served as the "lead agency" for the community's 2008 and 2009 Super NOFA Consolidated Applications to U.S. HUD. Those applications resulted in \$24.4 million and \$24.8 million respectfully in new and renewal funding for transitional and permanent housing programs and an array of supportive services.
- Enhanced the Miami-Dade County Homeless Trust's contract monitoring and management activities in order to streamline monitoring processes for our department, providers and partners via sharing the Common

Administrative Assessment Tool in conjunction with United Way and the Children's Trust.

- Implemented a Public Relations campaign to educate the community about the services available through the Homeless Trust. This includes the implementation of the Adopt A Homeless Meter Campaign with small and large collection devices, painted by Romero Britto, promoting homeless awareness and redirecting contributions to panhandlers. Conducted 1st Annual Homeless Awareness Day in Miami-Dade County; on November 19, 2009.
- Selected and contracted with the University of Central Florida to perform an independent evaluation of the Homeless Trust and Continuum of Care.
- Coordinated and completed two, on-the-street homeless counts annually, as well as two point-in-time surveys.
- Began development of Verde Gardens project, which contains 145 units of permanent housing for homeless families, and organic nursery, and farmer's market. This project is done in partnership with Carrefour Supportive Housing and scheduled for completion in May, 2011.
- Issued RFP's and RFA's to fund services/housing.
- The Trust's Executive Director was selected to be a member of the National Alliance Leadership Council to address National Homeless policy issues related to the reauthorization of the McKinney Act and the American Recovery and Reinvestment Act.
- Participated in Partners in Crisis meetings to address the needs of the homeless mentally ill involved with the criminal justice system.
- In collaboration with the City of Miami and through the leadership of the Miami Coalition for the Homeless. This program shifted street feedings of the Homeless to indoor sites and served over 688,000 meals since February, 2005.

b. Since established

- Developed a coordinated outreach, assessment and placement process for homeless persons accessing homeless housing and services in Miami-Dade County.
- Developed and expanded a coordinated system of care that includes all three phases of housing (emergency, transitional and permanent) along

with an array of supportive services, consistent with the Miami-Dade Community Homeless Plan:

1. Reduced the street Homeless population of Miami-Dade County from 7,000 to 1000 people.
2. A total of 823 emergency beds have been developed by the Homeless Trust.
3. A total of 1,924 transitional beds been developed by/through the Homeless Trust.
4. A total of 2,666 beds of permanent housing have been developed by/through the Homeless Trust.

Over 1,300 emergency, transitional and permanent housing beds are under development.

- Hailed as a "National Model" and "Best Practice" (1998) for addressing homelessness;
- Secured more than \$288 million in U.S. HUD funding, including a \$15 million demonstration, HUD Initiatives grant in 1994.
- Through the efforts of our private-sector partner, Community Partnership for Homeless, 76,479 admissions of homeless men, women and children were served in our full service Homeless Assistance Centers with a 62% successful life to date out placement rate.
- Obtained \$15 million in General Obligation Bond Funds for the Development of Permanent Housing.
- Shifted \$1.3 million from Transitional Housing to Permanent Housing via a Housing 1st Model which places homeless families and individuals directly from the street or Emergency Shelter into Permanent Housing: Twice the number of families were served with the same amount of funding.
- Secured more than \$1.3 million in Department of Corrections funding for the Homeless Assessment Referral and Tracking (HART) program for non-violent bondable offenders);
- Supported a SAMHSA grant application which received \$1 Million in funding, to expand a court diversion program for chronically homeless persons involved with the criminal justice system.

- Secured a one-time \$500,000 award from the State of Florida Department of Children and Families for the construction of a day care center at the Homeless Assistance Center in South Dade;
- Secured more than \$5.8 million in State funding since 1998 for homeless coordination and prevention services, housing and services for the mentally ill, and match funding.
- Secured more than \$2.8 million in State funding for homeless housing development.
- Secured more than \$85 million in private-sector funds (includes \$53 million in cash contributions, \$19 million in endowment and \$13 million in-kind) through a public/private partnership. A unique contractual relationship with the Community Partnership for the Homeless, Inc., to site, build and operate two homeless assistance centers also included a fundraising requirement of \$8.5 million in private-sector funds. This goal has been surpassed and the partnership has been hailed a national model and success by U.S. HUD;
- Collected more than \$137 million in food and beverage tax proceeds;
- Received a set-aside of \$18 million in HOME/CDBG funds for homeless capital projects;
- Secured \$1,169,821 in municipal contributions for the Short Term Plan;
- Secured \$1.3 million in Department of Labor funding to provide housing and services to hard-to-serve TANF recipients; and
- Received the 1996 National Association of Counties (NACO) Achievement Award for the Continuum of Care.

4. IS THERE ANY OTHER BOARD, EITHER PUBLIC OR PRIVATE, WHICH WOULD, BETTER SERVE THE FUNCTION OF THE BOARD?

There is currently no other Trust that has such broad representation or support. Support for the current process and Trust structure is significant. The Trust's composition has enabled its designation as the "lead agency" for our continuum of care for purposes of Federal and State funding.

5. SHOULD THE ORDINANCE CREATING THE BOARD BE AMENDED TO BETTER ENABLE THE BOARD TO SERVE THE PURPOSE FOR WHICH IT WAS CREATED? (Attach proposed changes, if answer is "Yes")

No. The Ordinance, as approved, has provided the necessary flexibility to allow the Trust to fulfill its goals and objectives.

6. SHOULD THE BOARD'S MEMBERSHIP REQUIREMENT BE MODIFIED?

No. The Trust is a 27-member board comprising a broad-based membership representing numerous sectors of our community. Representation includes seven appointments from the business and civic community, four appointments from the provider community, two formerly homeless persons, a representative from the professional/academic community, three members of the Miami-Dade League of Cities, three representatives from the Greater Miami Religious Leader Coalition, a homeless advocate/formerly homeless person, a representative from the Homeless Interfaith Coalition and the membership of the Superintendent of Miami-Dade County Public Schools, the President of the Miami Coalition for the Homeless, the Miami City Manager, the district administrator for the Department of Children and Families, two members of the Judiciary, and the Miami-Dade County Commissioner who chairs the Committee overseeing homeless issues (or in the absence of this committee, a member of the Board of County Commissioners). The Trust reviewed and modified its membership structure prior to the second reading of its Ordinance to ensure fair representation from all sectors interested in addressing this important issue. Appointments to the Trust's various committees also allow for additional diversity and representation.

7. WHAT IS THE OPERATING COST OF THE BOARD, BOTH DIRECT AND INDIRECT (Report on FY 2008 and FY 2009)?

Costs for the administrative support of the Trust including indirect costs are:

Direct	\$112,195	\$ 132,704
Indirect	\$56,940	\$77,295
Total	\$169,135	\$209,999

8. DESCRIBE THE BOARD'S PERFORMANCE MEASURES DEVELOPED TO DETERMINE ITS OWN EFFECTIVENESS IN ACHIEVING ITS STATED GOALS?

Yes. The goals of the Trust, the expansion of housing and services, are set forth in the Miami-Dade County Community Homeless Plan. As such, the Trust's effectiveness can be measured by the increased level of coordination, increased resources (funding leveraged) and the number of beds that have been developed since the Trust's inception. The Trust is furthering its effectiveness via the implementation of a 10-year Plan to End Homelessness with increased focus on services to individuals experiencing chronic homelessness.

MIAMI-DADE HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT 2009 (27 MEMBER BOARD) 9 Meetings

	MEETING ATTENDANCE										Average percentage of meetings attended by appointing entity														
	01/23/09		02/27/09		03/06/09		April		RECESS			09/11/09		10/23/09		11/20/2009 ²		12/17/2009 ³		Total	% ATTENDED	9 MEETINGS TO DATE			
I. Civic and Business Community Greater Chamber of Commerce (7 seats)																									
Seat #1	Ralph Egues	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	9	0	9	82%
Seat #2	Judge Steven Leifman, Finance/Audit Chairman	M	M	D	D	M	M	D	D	M	M	D	D	M	M	D	D	M	M	D	D	4	7	11	100%
Seat #3	Dr. Arthur Fournier	M	M	E	M	E	E	E	M	E	E	E	M	M	M	M	M	M	M	M	M	7	0	7	64%
Seat #4	Gonzalo DeRamon, Housing Chairman	D	D	D	E																	4	4	5	80%
Seat #5	Karen Mahar																					6	6	6	100%
Seat #6	Paul Imbrone	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	10	1	11	100%
Seat #7	Rana G. Brown	M	M	M	E	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	10	0	10	91%
Seat #8	Mayor Carlos Alvarez	D	D	D	D	E	E	E	E	E	E	E	E	D	E	E	D	D	E	E	D	0	6	6	55%
II. Miami-Dade League of Cities (3 seats)																									
Seat #8	Hilda M. Fernandez	M	M	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	2	8	10	91%
Seat #9	Mayor Tomas Regalado	M	M	M	E	M	M	E	E	M	M	E	E	A	A	M	E	A	A	M	E	5	0	5	45%
Seat #10	Commissioner Orlando Lopez	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A				
Seat #10	Commissioner Velma Palmer																					2	0	2	45%
III. Providers Forum (4 seats)																									
Seat #11	Manuel Sarria	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	7	2	9	82%
Seat #12	Katherine Martinez	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	10	0	10	91%
Seat #13	L. Ann Cumble	M	M	E	E	M	M	E	E	M	M	E	E	M	M	E	E	M	M	E	E	8	0	8	73%
Seat #14	**Karen Mahar (resigned 3-14-08)	V	V	V	V																				
Seat #14	Wendell Fisher (apptd. 05-09)																					6	0	6	86%
IV. Greater Miami Religious Leaders (3 seats)																									
Seat #15	Father Patrick O'Neill	E	E	M	E	E	E	M	E	E	E	M	E	E	E	M	E	E	E	M	E	4	0	4	36%
Seat #16	Rabbi Solomon Schiff	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	11	0	11	100%
Seat #17	Rev. Dr. Priscilla Felisky- Whitehead	M	M	M	E	M	M	M	E	M	M	M	E	M	M	M	E	M	M	M	E	9	0	9	82%
seats)																									
Seat #18	Pauline Clarke-Trotman	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	10	0	10	91%
Seat #19	Linda E. Gaiter	A	A	D	E	D	A	D	E	D	A	D	E	E	D	E	D	E	D	E	D	5	5	5	45%
Seat #20	Cristy Martinez	M	M	D	D	M	M	D	D	E	D	D	D	D	D	D	D	D	D	D	D	2	7	9	82%
Seat #21	Bishop Rudolph Orjuna	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	0	0	0	0%
Seat #22	Ronald L. Book, Esq., Chairman	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	11	0	11	100%
VI. Ex-Official Seats (No set terms - 5 seats)																									
Seat #23	Alberto Carvalho	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	0	11	11	100%
Seat #24	Commissioner Audrey M. Edmonson	D	D	M	E	D	D	M	E	D	D	M	E	E	E	M	E	E	E	M	E	2	5	7	64%
Seat #25	City Manager Pete Hernandez	E	E	D	D	E	E	D	D	E	E	D	D	D	D	D	D	D	D	D	D	0	8	8	73%
Seat #26	Arthur Rosenberg, Esq., Pres. MCH (elected 7-05)	M	M	D	D	M	M	D	D	D	D	D	D	D	D	D	D	D	D	D	D	2	9	11	100%
Seat #27	Alan Abramowitz, Dist. Adm. ***	D																							
Seat #27	Jacquetta (Jacqui) Colyer	D	D	D	M	D	D	D	M	D	D	D	M	D	D	D	M	D	D	D	M	1	9	10	100%
Members																									
14 14 14 11																									
Designees																									
8 7 6 10																									
Absent																									
2 2 1 1																									
Excused																									
3 4 6 5																									
Vacant																									
0 0 0 0																									
27 27 27 27 0 27 27 27																									

Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused; *R=Resigned- Term Expired **Resigned *** Became ineligible to serve

¹Board Retreat
²Date tentatively set
³Date tentatively set & unconfirmed with Chairman
⁴Designee present but did not participate-sat with the audience

MIAMI-DADE HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT 2008 (10 MEETINGS) 27 Members										MEETING ATTENDANCE					
I. Civic and Business Community Greater Chamber of Commerce (7 seats)	RECESS										Members Attended	Designees Attended	Total	% Attended	
	01/25/08	02/29/08	03/14/08	04/27/08	05/23/08	06/20/08	07/30/08	09/26/08	10/24/08	11/21/08					12/18/08
Seat #1 Ralph Egues	E	M	M	M	M	A	E	M	A	D	E	4	1	5	50%
Seat #2 Judge Steven Leifman, Finance/Audit Chairman	D	D	M	M	D	M	M	D	D	M	M	5	5	10	100%
Seat #3 Dr. Arthur Fournier	M	M	E	E	E	E	E	M	D	E	M	5	0	5	50%
Seat #4 Gonzalo DeRamon, Housing Chairman	A	M	D	M	D	E	M	M	D	D	M	4	4	8	80%
Seat #5 Paul Imbrone	M	M	M	M	M	E	M	M	M	E	E	7	0	7	70%
Seat #6 Rana G. Brown	M	E	D	M	E	M	M	M	M	M	D	6	2	8	80%
Seat #7 Mayor Carlos Alvarez	A	D	A	D	D	D	D	E	D	A	D	0	6	6	60%
II. Miami-Dade League of Cities (3 seats)															
Seat #8 Hilda M. Fernandez	D	M	D		D	D	D	D	D	D	D	1	9	10	100%
Seat #9 Commissioner Tomas Regalado	A	E	M		M	M	D	A	E	M	D	4	2	6	60%
Seat #10 Councilwoman Daisy Black***	V	V	V		V										0%
Seat #11 Commissioner Orlando Lopez					A	A	A	A	A	A	A	0	0	0	
III. Providers Forum (4 seats)															
Seat #11 Manuel Sarría	M	M	M		M	M	D	M	M	D	M	8	2	10	100%
Seat #12 Katherine Martinez	M	M	M		M	M	M	M	M	M	M	10	0	10	100%
Seat #13 L. Ann Cumbie	E	M	M		M	M	M	M	A	M	E	7	0	7	70%
Seat #14 **Karen Mahar (resigned 3-14-08)	M	D	D		V	V	V	V	V	V	V	1	2	3	100%
IV. Greater Miami Religious Leaders (3 seats)															
Seat #15 Father Patrick O'Neill	A	M	A		A	E	M		A	E	E	2	0	2	20%
Seat #16 Rabbi Solomon Schiff	A	E	M		D	M	D		M	A	E	4	2	6	60%
Seat #17 Rev. Dr. Priscilla Felisky- Whitehead	M	E	M		M	M	E		E	M	E	6	0	6	60%
VI. Ex-Official Seats (No set terms -5 seats)															
Seat #18 Pauline Clarke-Trotman	M	M	M		M	M	E		M	M	M	9	0	9	90%
Seat #19 Linda E. Galter	A	A	A		D	D	D		D	D	A	0	6	6	60%
Seat #20 Cristy Garcia-Menocal	D	M	D		D	D	M		M	E	D	4	5	9	90%
Seat #21 Bishop Rudolph Orjuna	E	A	M		A	A	A		A	A	A	1	0	1	10%
Seat #22 Ronald L. Book, Esq., Chairman	M	M	M		M	M	M		M	M	M	10	0	10	100%
Seat #23 **Rudolph F. Crew, Ed.D.	D	E	A		A	A	D		A	A	D	0	2	2	33%
Seat #24 Alberto Carvalho												1	3	4	100%
Seat #25 Commissioner Audrey M. Edmonson	M	E	A		M	M	E		E	D	M	4	2	6	60%
Seat #26 City Manager Pete Hernandez	D	D	D		D	D	D		D	D	D	0	10	10	100%
Seat #27 Arthur Rosenberg, Esq., Pres. MCH (elected 7-05)	D	D	D		D	D	D		D	D	D	0	10	10	100%
Seat #28 Alan Abramowitz, Dist. Adm.	D	M	D		M	M	M		M	M	M	7	3	10	100%
											3,928,571,43	2,714,285,714	6,642,9	72%	

MEETING CANCELLED										NO MEETING								
01/25/08	02/29/08	03/14/08	04/27/08	05/23/08	06/20/08	07/30/08	09/26/08	10/24/08	11/21/08	12/18/08	Members Attended	Designees Attended	Total	% Attended				
19	13	12		13	11	10	12	9	10	10	3,928,571,43	2,714,285,714	6,642,9	72%				
Designees	7	5	8	8	7	9	6	8	8	9								
Absent	6	2	5	3	2	2	3	5	3	3								
Excused	3	6	1	1	4	5	5	4	5	4								
Vacant	1	1	1	1	1	1	1	1	1	1								
											27	27	27	27	27	27	27	27

Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused; *R=Resigned- Term Expired **Resigned *** Became ineligible to serve

MEMORANDUM

Substitute
Agenda Item No. 7(A)

TO: Hon. Chairperson and Members
Board of County Commissioners

DATE: May 3, 1994

FROM: 
Joaquin G. Avino, P.E., P.L.S.
County Manager

SUBJECT: Ordinance Creating
the Dade County
Homeless Trust

0194-66

RECOMMENDATION

It is recommended that the Board approve the attached Ordinance creating the Dade County Homeless Trust.

BACKGROUND

On May 18, 1993 the Dade County Commission created a Task Force on Homelessness and charged it with developing a plan to comply with Section 212.0306 of the Florida Statutes (1993). The resulting Dade County Community Homeless Plan serves as the blueprint for implementing programs to be funded from the proceeds of the 1% (one percent) food and beverage tax and will also serve as the basis for other available dollars for homeless programs such as Federal, State and Municipal grants and other public and private "matching" funds that may be attracted with the tax serving as a base revenue source. The Plan also calls for the creation of a governing body, a "Trust," to oversee the use of the portion of the food and beverage tax dedicated to homeless programs and to ensure that the proceeds are used in a manner which will provide the greatest benefit to homeless persons and the community as a whole.

The Ordinance has also undergone a review process with considerable input from members of the public and the Trust and, where necessary, has been adapted so as to reflect their recommendations. The Ordinance calls for a membership that is representative of the county's ethnic, racial and gender mix; greater participation by certain sectors of the community; and changes that further compliment the legislation.

TO: Honorable Chairperson and Members DATE: May 3, 1994
Board of County Commissioners

Joaquin G. Avino
FROM: Joaquin G. Avino, P.E., P.L.S.
County Manager

SUBJECT: Economic Analysis For
Ordinance Creating
Dade County Homeless
Trust

BACKGROUND:

On May 18, 1993 the Dade County Commission created a task Force on Homelessness and charged it with developing a plan to comply with Section 212.0306 of the Florida Statutes (1993). The resulting Dade County Community Homeless Plan serves as the blueprint for implementing programs to be funded from the proceeds of the 1% (one percent) food and beverage tax. It will also serve as the basis for other available dollars for homeless programs such as Federal, State and Municipal grants and other public and private "matching" funds that may be attracted with the tax serving as a base revenue source. The Plan also calls for the creation of a governing body, a "Trust" to oversee the use of the portion of the food and beverage tax dedicated to homeless programs and to ensure that the proceeds are used in a manner which will provide the greatest benefit to homeless persons and the community as a whole.

The Ordinance has also undergone a review process with considerable input from members of the public and the Trust and, where necessary, has been adapted so as to better serve the Trust's overall purpose.

The Ordinance calls for a more representative membership (ethnic, racial and gender balanced composition); greater participation of certain sectors and changes that compliment the legislation.

ECONOMIC ANALYSIS:

1. The economic impact on the County budget: NONE
2. The economic impact on the private sector: NONE
3. The effect on public/private employment: NONE
4. The costs and benefits of establishing and maintaining the program: (There will be no general fund costs associated with this ordinance).
5. Whether necessary to obtain State and Federal grants or financing: NO

Economic Analysis For Ordinance
Creating The Dade County Homeless
Trust

Page 2

6. Whether any other ordinance should be repealed or amended: NO
7. Whether the creation of a new ordinance is the best method of achieving the benefit desired: (The adoption of this ordinance is required by the enacting state legislation).

ORDINANCE NO 94-66

ORDINANCE CREATING THE DADE COUNTY HOMELESS TRUST, PROVIDING FOR A GOVERNING BODY, ORGANIZATION AND PROCEDURE, APPOINTMENT AND TENURE, POWERS, DUTIES AND FUNCTIONS OF THE TRUST, AND STAFF SUPPORT; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

WHEREAS, the Florida legislature has enacted the 1993 amendments to Section 212.0306, Florida Statutes, which authorize Dade and other counties to levy a homeless and spouse abuse tax;

WHEREAS, this Board finds that it is in the best interests of the community to create a Trust to oversee the use of that portion of the proceeds of the homeless and spouse use tax dedicated to the homeless and to ensure that the proceeds are used in a manner which will provide the greatest benefit to homeless persons and the community as a whole,

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1 Creation of the Dade County Homeless Trust. There is hereby created and established as an agency and instrumentality of Dade County a revocable trust which shall be named and known as the Dade County Homeless Trust (hereinafter referred to as "the Trust"). The Trust shall be a public body through which its governing body may exercise all those powers either specifically granted herein or necessary in the exercise of the powers herein enumerated.

Section 2 **Governing body**

A The governing body of the Trust shall be a Board of Trustees composed of twenty-seven (27) voting members. Trustees shall serve without compensation but shall be entitled to reimbursement for necessary expenses incurred in the discharge of their duties

B. **Composition.** The voting membership of the Board of Directors shall be ethnically, racially and gender balanced and shall be composed of the following members:

1. Seven (7) members representing the civic and business community which shall be selected by the Greater Miami Chamber of Commerce. After the initial terms of these seven members, the Trust may recommend that four (4) of the civic and business community positions include the following: one (1) representative of the downtown Miami business community, one (1) representative from the judicial sector; one (1) representative from the medical profession and one (1) representative of the neighborhood association in the area immediately impacted by the first homeless assistance center, or from the area most affected by homeless provider services.

2. A member of the Dade County Public School Board or the Superintendent of Dade County Public Schools as determined by the School Board;

3. The Chairperson of the Board of County Commissioners Committee on Housing and the Homeless or, in the absence of such a committee or in the absence of any other committee overseeing homeless issues, the Board of County Commissioners;

4. Three (3) members of the Dade League of Cities selected by the Dade League of Cities, taking into consideration the cities most impacted by the homeless issue;

5. The City Manager of the City of Miami;

6. Two (2) formerly homeless persons selected by the Homeless/Formerly Homeless Persons Coalition or in the absence of such an organization, by the Homeless Providers' Forum.

7. Four (4) representatives of the Homeless Providers Forum selected by the Homeless Providers Forum;

8. One (1) representative of the academic or professional sector selected by the Chair of the Housing and Homeless Committee of the Board of County Commissioners, or in the absence of such a committee or any other committee overseeing homeless issues, the Board of County Commissioners;

9. One (1) advocate, formerly homeless person, or provider, selected by the South Florida Interfaith Coalition for the Homeless;

10. Three (3) members of the Greater Miami Religious Leaders Coalition selected by the Greater Miami Religious Leaders Coalition;

11. One (1) advocate for the homeless or one (1) formerly homeless person selected by the Homeless Providers Forum;

12. The President of the Miami Coalition for the Homeless; and

13. The District Administrator of the State of Florida Department of Health and Rehabilitative Services for the District encompassing Dade County.

Vacancies on the Board of Trustees shall be filled in the same manner by which the original Trustees were appointed, with a special emphasis on choosing persons representative of the gender, racial and ethnic composition of the entire community.

C Tenure and removal of trustees All non-ex officio trustees shall serve staggered terms of three (3) years each, provided, however, of the original Board of Trustees, the Trust shall select one-third (1/3) for a term of one (1) year and one-third (1/3) for a term of two (2) years. No trustee, with the exception of ex-officio trustees, shall be permitted to serve more than two (2) consecutive and complete terms of three (3) years each unless so authorized by two-thirds (2/3) vote of the full membership of the Board of County Commissioners. Trustees may be removed in accordance with the provisions of Chapter 2-11.38 of the Code of Metropolitan Dade County.

D. Qualifications. Each member of the Board of Trustees must comply with the requirements of Chapter 2-11.38 of the Code of Metropolitan Dade County.

E. Organization and procedure.

1. Officers. The Board of Trustees shall organize after the members thereof have qualified to serve and shall elect one (1) of its members as chairperson and such other officers as the Board of Trustees may determine to be necessary. In addition, the Board of Trustees shall make, adopt and amend bylaws, rules and regulations for its own governance.

2. Meetings. The Board of Trustees shall hold regular meetings and such other meetings as it deems necessary. A majority of the members of the Trust shall constitute a quorum. Minutes shall be kept of all meetings of the Trust and all meetings shall be public.

3. Committees. The Trust shall appoint any committees it deems necessary.

F. Applicability of County rules and procedures. The Trust shall at all times operate under the Florida Open Government laws, including the "Sunshine Law", public meeting laws and public records laws and shall be governed by all State and County conflict of interest laws, as applicable, including the Metropolitan Dade County Conflict of Interest and Code Ethics Ordinance, Sec. 2-11.1 of the Code of Metropolitan Dade County.

G. Voting Requirements. Trustees may designate alternates to serve and vote on their behalf.

Section 3. The Trust shall have the following powers, duties, functions and responsibilities:

A. To serve in an advisory capacity to the Board of County Commissioners with respect to all issues affecting or relating to persons who have become or are about become homeless;

B. To recommend to the Board of County Commissioners, in accordance with the Dade County Community Homeless Plan, an annual budget and plan for use of the Homeless Tax;

C. To recommend to the Board of County Commissioners, in accordance with the Dade County Community Homeless Plan, the award of contracts and grants from funds generated by the Homeless Tax to organizations, entities, and agencies, including an independent 501(c)(3) corporation and relevant service providers. The Board of County Commissioners shall accept such recommendations unless rejected by an affirmative vote of a majority plus additional vote of the Board of County Commissioners.

All requests for proposals for such contracts and grants shall be prepared at the direction of the Trust and issued by the County Manager. In addition the County Manager shall collect and open such proposals, evaluate each proposal for responsiveness, rank all responsive proposals and make recommendations to the Trust regarding the award of the contract or grant. In the event of a bid protest, the party protesting the bid award shall first appear before the Trust. The Trust shall consider the protest and make a recommendation to the Board of County Commissioners;

D. To review the Dade County Community Homeless Plan on a regular basis and at least annually to assure that the Plan continues to serve the needs of the total community and the homeless and to recommend any needed amendments or modifications to the Board of County Commissioners. The Board of County Commissioners shall only have the power to amend the Plan based upon changed circumstances;

E. To develop a community wide consolidated funding plan to implement the Dade County Community Homeless Plan including the use of the following potential funding sources:

1. The annual proceeds of the Homeless Tax;
2. Funding from municipalities interested in supporting implementation of the Dade County Community Homeless Plan;
3. Community Development Block Grant funds;
4. Other federal grants;
5. State grants;
6. Private contributions.

F. To submit annually to the Board of County Commissioners a report summarizing and evaluating all programs and activities undertaken by the Trust during the previous fiscal year. The report shall include an audit and accounting, in accordance with generally accepted accounting principles, of all funds received and expended.

G. To monitor, review and evaluate the homeless assistance services, activities and expenditures of Dade County and the municipalities within Dade County to determine compliance with state law.

H. To recommend through an RFP process the award of a contract to an independent 501(c)(3) corporation which will raise private funds and carry out certain functions of the Dade County Community Homeless Plan including construction, operation, and siting of housing assistance centers and any other duties the Trust may so determine.

I. To cooperate and work with service providers in carrying out the Dade County Community Homeless Plan.

Section 4. **Staff support.** The Board of Trustees shall select, with the approval of the County Manager, the Executive Director of the Trust. The Clerk of the Board shall record all meetings of the Trust and the County Manager shall provide to the Trust adequate staff and support services to enable the Trust to carry out its duties and responsibilities and shall continue to coordinate all homeless provider services and assist homeless providers in applying for grants and other available funds.

BOARD OPERATING PROCEDURES

GENERAL INFORMATION

Conference rooms 18-1, 18-2, 18-3, and 18-4 are available to all Miami Dade County Departments on a first come first serve basis with the exception of the County Manager and Mayor's Office. The regular schedule is from 8 a.m. to 5 p.m. The conference rooms are located on the 18th floor of the Stephen P. Clark Center accessible from both elevator banks.

For everyone's convenience there is snack bar with an eating area operated by the Division of the Blind on the same floor adjacent to the meeting rooms. There are also both public and in-house telephones available.

RULES

- Conference rooms are usually reserved on a first come first serve basis. Under certain circumstances we may have to cancel meetings. Affected users will be notified of cancellations as the information becomes available.
- When reserving a room, there must be at a least one-hour period between meetings.
- No food or drinks may be brought into the conference rooms. Departments will be liable for abuse.
- Smoking is not permitted.
- Conference rooms are set up the night before and will usually be set up to accommodate all users through the day. Any user changing the set up without authorization will be liable for charges.
- All materials that are brought by the using agency must be removed at the end of the meeting. There is no janitorial service between meetings.
- Changes and cancellation requests must be made in writing: either faxed with signature or via e-mail to dmaultsby@miamidade.gov.
- Do not schedule rooms unless you intend to use them. At times, users schedule rooms "just in case" they need it. This placed a burden on the system and prevents other departments from utilizing the resources.

EQUIPMENT

Conference Rooms 18-2, 18-3, and 18-4 have a 25" television/VCR combo, a pull down screen, and an overhead projector.

Conference room 18-1 has no audio-visual equipment at this time. You may reserve a TV/VCR or overhead projector and screen through the building manager's office. There is no DVD equipment available.

All conference rooms have the capability of LAN and telephone connections. For this service please contact ETSD at 305-375-HELP (4357) or fill out an online form at <http://intra.co.miami-dade.fl.us/itdservice.htm>.

NOTE: All equipment must be picked up and delivered to the building manager's office by the using agency.

BOARD AND COMMITTEE APPOINTMENTS

The Administrative Board Secretary (ABS) is required to keep on file a report exclusively of Board member term appointment and reappointments: The Board Appointment File Memo. Only the Executive Director and the Assistant Executive Director receive a copy of this document (this is internal information and not need be sent out to any one).

All meetings are public meetings as well as meeting materials and board member information.

All meetings to be placed on the Public Calendar on the Miami-Dade Website (please refer to instructions-Item A provided at the end of these guidelines).

Board Appointments

Towards the end of each member's term, at least one month prior, the ABS is to provide the department director with a list of members' term expiration for any document preparation that needs to be made. A letter of appointment must be received by the appointing entity (please see the Homeless Trust By-Laws or Ordinance for appointing entities).

Letter welcoming members to our Board are to be prepared for the executive director's and chairman's signatures and to inform the members to contact the Clerk of the Board and they must attend an Ethics Training. The dates for the training may be obtained from the Ethics Commission (Mr. Robert Thompson). The letter should be accompanied by a current board roster, an annual notice, The Miami-Dade Homeless Plan and COC information. This should be sent out as soon as feasibly possible. Also a thank you letter should be sent at the end of their term. If the member is reappointed, a letter recognizing their reappointment should be sent out.

If a board member becomes ineligible to serve or resigns prior to the expiration of their term (this information must be received in writing) from either the appointing entity or the board member themselves. The appointing entity should be contacted as soon as possible in writing to fill that vacancy.

Committee Appointments

Committee and sub-committee members are appointed by the board chairman (presently Ronald L. Book, Esq.). Executive Committee members must be board members. An appointment memo must be prepared for the chairman's signature and welcome letters should be made the same as the board letters with the roster and annual meeting schedule if one is available (the COC and the Dade County Homeless plan may be provided upon the member's request).

FINANCIAL DISCLOSURE

All Board members are notified in June (with the forms and instruction with the notification) by the Department of Elections to file a Financial Disclosure Form that must be submitted to the Clerk of the Board by July 1st of each year. Upon

request, the ABS is to assist the Department of Elections and the Clerk of the Board members this task..

VENUES

Typically board and committee meetings are held in the Stephen P. Clark Center, 111 N.W. 1st St., 18th Floor conference rooms. If the meeting cannot be held on the 18th Floor, the following is a list of alternative venues to hold meetings:

Venue	Contact Person	Telephone Number
Homeless Assistance Center North or South	Iliana Peña-Perez	305-329-3050
Camillus House-9 th Floor (Sommerville Apts.)	Karen Mahar	305-374-1065 x. 301
State Building-10 th Floor	Jose Leon	305-377-5055
*Greater Miami Chamber of Commerce	Unk.	305-350-7700
*University of Miami Hurricane Room Retreats only	Anita Mattner Events Management	305-284-2967 ; eventsmanagement@miami.edu or
21 st Floor-SPCC	Tara	305-375-1589
22 nd Floor-SPCC	Maria G-Garcia	305-375-4419
16 TH Floor-SPCC	Jeanette	305-375-4363
12 th Floor-SPCC	Kim Keels	305-375-2845
**Classrooms 18A & 18B	Andrew Mullings	305-375-2522

*A fee or cost is associated with this facility-must be waived in order for the Trust to be able to reserve it.
 **Not enough room for board meetings, only committee meeting should be scheduled in these rooms.

TRUST BOARD MEMBER LIST (Item B)

- Ronald L. Book, Esquire, Chairman
- Rabbi Solomon Schiff, Vice-Chairman
- Judge Steven Leifman, Finance and Audit Chairman
- Mayor Carlos Alvarez
- Arthur Fournier, M.D.
- Rana G. Brown
- Rafael (Ralph) Egües, Jr.
- Karen Mahar
- Hilda Fernández
- Mayor Tomás Regalado
- Manuel Sarria
- Katherine Martínez
- Father Patrick O'Neill
- Rev. Dr. Priscilla Felisky Whitehead
- Pauline Clarke-Trotman, Housing Committee Chairperson

Cristina Martínez
Bishop Rudolph Orjuna
Alberto Carvalho, MDCPS Superintendent
Commissioner Velma Palmer
Commissioner Audrey M. Edmonson
Pedro (Pete) Hernández
Arthur Rosenberg, Esq.
Jacqui Colyer, DCF
Wendell Fisher
Linda Gaiter
L. Ann Cumbie

Cleveland Bell, III. Services Development Committee Chairman-Former Board Member

TRUST BOARD COMMITTEE LIST

Executive Committee
Finance and Audit Committee
Housing Committee
Services Development Committee
Long Range Planning Committee – non active
Judicial Committee – non active

QUORUM

To determine a quorum add the total number of active board or committee members, by two (2) and add one (1) this will give you the total for a quorum. The Executive Director should know what the quorum is a day before the meeting.

RECUSALS

A week before or as early as possible prior to a board or committee meeting always ask the Executive Director if there is any member that needs to be recused due to a conflict of interest, as this will affect the quorum.

FOLDER PRESENTATION

Presentation folders are only utilized for Board meetings and Executive Committee meeting. The agenda is placed on the left side of the folder and the other meeting materials are placed on the right in order of presentation. Whenever possible, the member and guest copies of the meeting materials should be doubled sided. The guest packages are stapled all together.

The folders are obtained from the County Communications department at 305-375-2836 at a charge of 75 cents (budget code is TU243998).

RECESS

During the month of August there are usually no Trust meetings unless otherwise specified. Usually an Executive Committee will be scheduled on the calendar increase there is an issue that needs to be addressed.

CLERK OF THE BOARD NOTIFICATION

The Trust Board and Committee meetings should be given a reasonable notice prior to a meeting; general it should be 4 to 5 days. These meeting should also be placed on the county calendar as soon a possible user id is htrust@calendar.gov; password is password (please see the Item A: User Guide Manual)

MINUTES

The minutes must be typed and approved at least 24 hours prior to the meeting.

TWO (2) DAY RULE

All efforts must be made to have the agenda and action items materials ready for members at least two (2) days prior to the meetings.

MEETING CHECKLIST

Please see the sample: Item C

MONTHLY MEETING NOTICE

During the last week of each month, the Homeless trust Monthly meeting notice must be sent out to all Trust providers and all other who wish to receive it (via e-mail, fax, or both and in some cases via regular mail if requested). The meeting date notifications consists of the Board, all the committees, the Homeless Providers Forum, South Dade Housing and Services Coalition, and the Homeless and Formerly Homeless Forum (please see sample-Item D). These meeting must all be placed on the Public County Calendar as mentioned before.

BOARD MEMBER DESIGNATION/PROXY

Trust Board member on occasion may not be to attend meetings, as such, they may submit in writing a letter stating that they will be designating someone to attend the board meeting on their behalf, which is kept in the file. Emails are general accepted for this purpose. Permanent designee letters may also be submitted and also kept on file.

BOARD AND COMMITTEE CONFERENCE ROOM SET UP

Board: Usually U-shape for 27 people and 25 for the audience.

Committee: The conference room for the committee meetings is also be set up as U-shape if necessary for head table with the number of chairs according to the size of the committee and 10-15 chairs for the audience.

NEWS ARCHIVE

The ABS is required to maintain all of the articles that are distributed to the board as well those that are simply to archive for the record. These are filed in chronological order, most recent date first.

OTHER DUTIES, RESPONSIBILITIES AND PROTOCOLS

- The ABS works under the direct supervision of the Executive Director
- It is the duty of the ABS to maintain board and committee members abreast of meeting schedules with special attention to changes in location, time, etc. that are not a regular schedule

- All meeting changes, however slight, must be approved by the Executive Director, the Chairman, and the County Attorney. Ample notice should also be given to all board and committee member as soon as feasibly possible
- The ABS is to address all public records service requests & information requested from the Clerk of the Board regarding board members and meetings
- The ABS assists the Senior Executive Secretary as needed and professional staff when requested
- The ABS is to address and accommodate all board members, committee members and chairperson of same to the best of his/her ability with the utmost courtesy and professionalism that is above and beyond the standard

**BYLAWS
OF
THE MIAMI-DADE COUNTY HOMELESS TRUST**

ARTICLE I

PURPOSE

The Miami-Dade County Homeless Trust ("Trust") was created to serve in an advisory and oversight capacity to the Board of County Commissioners with respect to issues affecting or relating to persons who have become, or are about to become, homeless in Miami-Dade County. More particularly, the Trust was created to develop and carry out a community-wide consolidated funding plan to implement the Miami-Dade County Community Homeless Plan, including the annual proceeds of the food and beverage tax, municipal funds, state and federal grant and private contributions. The Trust will recommend the award of contracts and grants to carry out the Miami-Dade County Homeless Plan. As part of this funding plan, the Trust is further charged with the task of monitoring and evaluating the implementation of the Miami-Dade County Community Homeless Plan and will accordingly recommend any changes to the Plan or the manner in which it is implemented.

ARTICLE II

IDENTIFICATION

SECTION I. Seal. The seal of the Trust shall be circular in form and mounted upon a metal die, suitable for impressing upon paper, and shall bear the name of the Trust and such symbols or words as the Board of Trustees of this Trust may decide.

ARTICLE III

THE BOARD OF TRUSTEES

SECTION 1. Number, Tenure and Qualifications. The business and affairs of the Trust shall be managed by the Board of Trustees composed of at least twenty-seven (27) and not more than twenty-nine (29) voting members. Trustees shall serve without compensation.

SECTION 2. Tenure, Appointment and Removal. All non ex-officio Trustees shall serve staggered terms of three (3) years each.

Trustees shall be appointed, removed and shall serve according to the provisions of Chapter 2 of the Code of Miami-Dade County.

SECTION 3: Composition. The voting membership of the Board of Directors shall be ethnically, racially and gender balanced and shall be composed of the following members:

1. Seven (7) members representing the civic and business community which shall be selected by the Greater Miami Chamber of Commerce. After the initial terms of these seven members, the Trust may recommend that four (4) of the civic and business community positions include the following: one (1) representative of the Downtown Miami business community, one (1) representative from the judicial sector; one (1) representative from the medical profession and one (1) representative of the neighborhood association in the area immediately impacted by the first homeless assistance center, or from the area most affected by homeless provider services;
2. A member of the Dade County Public School Board or the Superintendent of Miami-Dade County Public School as determined by the School Board;
3. The Chairperson of the Board of Miami-Dade County Commissioners' Committee on Housing and the Homeless or, in the absence of such a committee or in the absence of any other committee with oversight on homeless issues, a member of the Board of Miami-Dade County Commissioners;
4. Three (3) members of the Dade League of Cities selected by the Dade League of Cities, taking into consideration the cities most impacted by the homeless issue;
5. The City Manger of the City of Miami;
6. Two (2) formerly homeless persons selected by the Homeless/Formerly Homeless Persons Coalition or in the absence of such organization, by the Homeless Providers' Forum;
7. Four (4) representatives of the Homeless Providers' Forum selected by the Homeless Providers' Forum;
8. One (1) representative, formerly homeless person, or provider, selected by the South Florida Interfaith Coalition;
9. One (1) advocate, formerly homeless person, or provider, selected by the South Florida Interfaith Coalition;
10. Three (3) members of the Greater Miami Religious Leaders Coalition selected by the Greater Miami Religious Leaders Coalition;
11. One (1) advocate for the homeless or one (1) formerly homeless person selected by the Homeless Providers' Forum;
12. The President of the Miami Coalition for the Homeless; and
13. The District Administrator of the State of Florida Department of Health and Rehabilitative Services for the District encompassing Miami-Dade County.

Vacancies on the Board of Trustees shall be filled in the same manner by which the original Trustees were appointed, with a special emphasis on choosing persons representative of the gender, racial and ethnic composition of the entire community.

Trustees shall be appointed, removed and shall serve according to the provisions of Chapter 2 of the Code of Miami Dade County.

SECTION 4. Resignation. Any Trustee may resign at any time by giving written notice to the Board of Trustees, or to the Chair of the Trust. Such resignation shall take effect at the time specified therein and unless otherwise specified therein, acceptance of such resignation shall not be necessary to make it effective.

ARTICLE IV

MEETINGS OF THE BOARD OF TRUSTEES

SECTION 1. Place, Call and Adjournment of Meetings. Meetings of the Board of Trustees shall be held within Miami-Dade County. The Board of Trustees shall hold regular meetings which may be called the Chair, Vice-Chair or Treasurer of the Trust. The Chair, Vice-Chair or Treasurer shall preside at all meetings.

In the event the quorum requirements set forth herein are not met, the Chairperson, Vice-Chairperson, Clerk of the Board or his designee, or a majority of the Trustees present, may adjourn the meeting to the next day, or by unanimous agreement of those members present, select another place, hour or day to hold the meeting.

All meetings of the Board of Trustees shall be held and noticed in accordance with the Miami-Dade County and Florida open government laws including the "Sunshine Law," public meeting laws, public records laws and the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance, as applicable.

SECTION 2. Special Meetings. Special Meetings of the Board of Trustees may be called by the Chairperson or Vice-Chairperson of the Trust or by a majority of the members of the Trust. When a special meeting is called, a notice in writing signed by such majority, the Chairperson or Vice-Chairperson shall be served upon the Clerk of the Board.

Either verbal or written notice shall be served upon each of the Trustees stating the date, hour and place of the meeting and the purpose for which such meeting is called. No business other than that specified in the notice shall be transacted at that meeting. At least twenty-four hours must elapse between the time the Clerk receives notice in writing and the time the meeting is held.

If after reasonable diligence it was impossible to give notices to each Trustee, such failure shall not affect the legality of the meeting if a quorum was present. The minutes of each special meeting shall show the manner and method by which notice of the meeting was provided. All special meetings shall be open to the public and held in accordance with the Miami-Dade County and record laws and the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance, as applicable.

Notwithstanding anything contained herein to the contrary, notice of any special meeting may be waived only by not less than a majority of the entire membership of the Board of Trustees. No special meeting shall be held unless notice thereof shall be given in compliance with the provisions of this section, or notice thereof is waived by a majority of the entire membership of the Trust.

SECTION 3. Quorum and Acts. A majority of the whole number of members of the Trust shall constitute a quorum for the transaction of business. The act of a majority of the Trustees present at a meeting at which a quorum is present shall be the act of the Board of Trustees.

The members may appoint or designate alternates to vote on their behalf.

Any member of the Trust who announces a conflict of interest on a particular matter and a decision to refrain from voting or otherwise participating in the proceeding related to that matter shall leave the room in which the meeting is being held until the consideration of that matter is concluded. Any such member who does not leave the room shall be deemed absent for purposes of constituting a quorum, counting the vote or any other purpose.

SECTION 4. Presiding Officer. The Chairperson of the Trust shall preside at all meetings at which he or she is present. In the absence of the Chairperson, the Vice-Chair or Treasurer shall preside. The presiding Officer may vote on all questions, his or her name being called last.

SECTION 5. Rules of Debate. Debate shall be governed by the rules of debate applicable to the Board of County Commissioners of Miami-Dade County.

ARTICLE V

OFFICERS

SECTION 1. Officers. The Board of Trustees may elect a Chair, Vice-Chair, Treasurer, and such other officers and assistant officers and agents as may be deemed necessary by the Board of Trustees. All officers shall serve until their respective successors are elected and qualified.

SECTION 2. Vacancies. Whenever any vacancies shall occur in any office by death, resignation, removal, increase in the number of officers of the Trust, or otherwise, the same shall be filled by the Board of Trustees, and the officer so elected shall hold office until his successor is chosen and qualified.

SECTION 3. Duties.

Chairperson of the Board. The Chairperson shall preside at all meetings of the Board of Trustees and by virtue of his office shall be a member of all standing committees. He shall have such other duties and powers as may be assigned to him by the Board of Trustees.

Vice-Chairperson. In case of the office of the Chairperson becoming vacant, or in case of the absence of the Chairperson, or his disability to discharge the duties of his office, such duties shall, for the time being, devolve upon the Vice-Chairperson.

Treasurer. The Treasurer shall work together with the Executive Director in keeping account of all money and funds within the control of the Trust unless otherwise determined by the Board of Trustees, and in coordination with the Executive Director, shall render such accounts and present such statement to the Trustees.

SECTION 4. Removal. Any officer elected or appointed by the Board of Trustees may be removed from office by the Board whenever in its judgement the best interests of the Trust will be served thereby.

SECTION 5. Resignation. Any officer of the Corporation may resign at any time by giving written notice to the Board of Trustees, or to the Chair of the Trust. Such resignation shall take effect at the time specified therein and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

ARTICLE VI

COMMITTEES

SECTION 1. Creation of Committees. The Chair of the Board of Trustees may designate from among its members committees, each of which shall have the authority specifically granted it by the Board.

SECTION 2. Executive Committee. The Chairperson of the Board of Trustees may create and appoint members to an Executive Committee. The Executive Committee may be composed of the Chairperson, Vice-Chairperson, Treasurer, and four (4) Trust members representative of the following groups: (a) one member of the homeless provider network and/or religious community; (b) one member of the business and civic community; (c) one member from the homeless community and/or advocacy/independents groups; and (d) one member from the state, county or municipal government. The Executive Committee shall have the power and authority to act on behalf of the Board of Trustees.

All committee meetings will be held subject to and in conformance with Miami-Dade County and Florida conflict of interest and open government laws including the "Sunshine Law," public meeting laws, public records laws and the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance.

Unless a greater proportion is required by the Board of Trustees when designating a committee, a majority of the entire authorized number of members of such committee shall constitute a quorum for the transaction of business and the vote of a majority of the members present at a committee meeting at the time of such vote, if a quorum is present, shall be the act of such committee.

Each committee shall serve at the pleasure of the Board of Trustees.

ARTICLE VII

EXECUTIVE DIRECTOR

The Board of Trustees shall select, with the approval of the County Manager, an Executive Director of the Trust. The Executive Director shall carry out all of the day to day activities of the Trust as well as those activities the Trust so directs. In addition it shall be the general responsibility of the Executive Director to complete all of the tasks contemplated by the Miami-Dade County Community Homeless Plan, prepare for submission, review and action by the Trust all information, proposals and ideas, schedule all regular and special meetings of the Trust, work closely with Miami-Dade County's Office of Homeless Coordinator, not-for-profit groups, the private sector, other government entities and provider groups to carry out the plan and enhance the assistance provided to the homeless.

With respect to contracts, applications for grants and matching funds, the Executive Director shall work closely with the Office of Homeless Coordinator in preparing request for proposals and grant applications, ranking each response and recommending to the Trust the award of contracts and grants.

MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEETING
MINUTES FOR NOVEMBER 20, 2009

The following members were in attendance:

Ronald L. Book, Esq., Chairman	Ingrid Usaga for Hilda Fernández
Rabbi Sol Schiff, Vice Chairman	Ralph Egües
Fa. Patrick O'Neill	Rafael Urrutia for Alberto Carvalho
Paul Imbrone	Ben Burton for Arthur Rosenberg, Esq.
Manny Sarria	Desmond Meade for Linda Gaiter
Mayor Tomás Regalado	L. Ann Cumbie
Rana Brown	Wendell Fisher
Karen Mahar	Rev. Priscilla Felisky Whitehead
Tim Coffey for Judge Steven Leifman	Beth Lang Pauline Clarke-Trotman
David Rosemond for Pete Hernández	Katherine Martínez

The following persons were in attendance:

Chuck Resnick	Curtis Taylor	Elizabeth Von Werne	Liz Regalado
Mitch O'Reilly	Dan Ricker	Thom Mozloom	David Raymond
Dan Vincent	Emilio Espino	Lindsay Merrill	Mandana Dashtaki, Esq.
Paola Roman	Sarah Ingle	Irwin Podhajser	Maggie Olano, Rec. Sec.

I. WELCOME AND INTRODUCTIONS

Mr. Book called the meeting to order at 10:50. a.m., welcomed everyone, and proceeded to consider the meeting agenda.

On behalf of the entire Board Mr. Book welcomed and congratulated Mayor Regalado for mayoral victory. Mayor Regalado thanked everything and stated that he is happy to be a part of the board and will continue his service and heed to the board's advice. Mayor Regalado stated that he would like to request that the new Miami Chief of Police, Chief Exposito be place on next months board meeting agenda to hear ideas and concerns regarding the homeless population in the City of Miami. Chief Exposito understands equal treatment guidelines and he is here to help not hinder the plight of the homeless population.

Mr. Book thanked and commended Ms. Karen Mahar for helping them with her board during the recent homeless awareness campaign.

II. APPROVAL OF THE MINUTES

Mr. Book inquired if there were any questions, comments, or revision to the minutes; not being any **Mr. Meade made a motion to approve the minutes. Mr. Rosemond seconded the motion. All members present approved the motion unanimously.**

III. EVALUATION OF CONTINUUM OF CARE PRESENTATION-DR. WRIGHT, UCF

Mr. Book referred members and guests to the report provided in the meeting packet and introduced Dr. Wright and reminded everyone that this is a draft and to not take this information as a harsh criticism. The study was conducted to answer 15 questions that were asked by the CoC as a whole. Mr. Book then introduced Dr. Wright. The projected date for final report will be at the January board meeting. The deadline for responses and feedback is January 8, 2010.

Dr. Wright provided members and guests a synopsis of the report and the key answers to the proposed questions. Dr. Wright provided some highlights of the report which included but were not limited to the following:

- Evaluation Methods

- Summary of 15 evaluation questions
- Effectiveness
 - Outreach emphasis on the chronically homeless
 - Increase Citrus outreach-develop similar training program for outreach
- Emergency shelters beds
 - Increase low-demand shelter beds
 - Improve balance of length of stay
- Recidivism rate-
 - Outplacement difficulties
 - Dually diagnosed individuals (with families)
 - Transition of clients that successfully graduate or complete program and have few housing options

The system is very effective in its ability to serve a vast majority of clients however needs improvement on service to the service resistant client. Most people the past year have become homeless due to economic hardship and a lack of affordable housing.

David Raymond addressed some questions and there was a discussion among members on the issues presented.

- Shelter capacity (recently increased)
- Unmet needs tools, HUD formulas
- Outreach meetings held monthly
- Affordable housing shortfall calculated at 2,500-need funding

Mr. Book stated that this is not a final report; he asked everyone please read report and get comments and feedback to David prior to January 8th. Dr. Wright thanked the board for this opportunity and made some final comments focusing on its success in comparison to other coalitions throughout the state and country. Dr. Wright will return in coming months to present final report.

IV. HMIS CONTRACT RENEWAL-RATIFICATION

David Raymond referred members and guests to the memo in the meeting packet. As many may recall in 2006, the board approved a one year contract with Bowman Internet Systems for the homeless management information system with four (4) one year renewals. Currently we are in the third year which ends November 30, 2009. Bowman has performed very well in accomplishing what they were contracted to do and were very helpful with the MOA process. Although we have been expending approximately \$85,000, the contract was previously approved for up to \$110,000; to date this year we have spent \$65,000. We will be expanding beyond 350 licenses to accommodate projects. At this time staff recommends ratifying the Executive Committee's action and approving a one year contract that is not to exceed \$110,000. **Mr. Egües made a motion to ratify the Executive Committee's action and staff recommendation as outlined in the memo and presented. Mr. Rosemond seconded the motion.** David added that there were some observations made by Dr. Wright, however he believes they are primarily a "system use" issue, not service issue. **All members present approved the motion set forth unanimously.**

V. SUNSET REVIEW-RATIFICATION

David Raymond referred members and guests to the memo and attachments provided in the meeting packet and that were also provided electronically for your review and approval. As many may be aware, by County Ordinance each department is required to submit a biannual Sunset Review Report to the County Commission of the goals and accomplishments made by the board. The report includes the board's accomplishments in the past two years as well as since its inception; it also includes a board attendance report that will be updated with November and December's attendance prior to the due date. This report is

due to the Office of Strategic Business Management January 8, 2010. **Mr. Egües made a motion to ratify the Executive Committee's action approving the Sunset Review Report as presented. Ms. Martínez seconded the motion. All members present approved the motion set forth unanimously.**

VI. THE M NETWORK

Mr. Mozloom provided members and guests with a report of the Homeless Awareness Day event that was successful in reaching schools, media, different organizations, and the community directly via the MDX tollbooths. There were 1,000 volunteers at 40 locations throughout the county, a quarter of a million cards were distributed. Curtis Taylor of Harbor House delivered all the cards (thank you). School system was a tremendous part of effort. Hundreds of displays have been distributed.

Mr. Book was presented with a proclamation from the school board that he read for the board members.

Meter Program Update:

- * There was a donation of \$7,000-the first 100 meters are almost paid for
- * Bayside donated \$2,000 for 2 meters
- * Macys has also purchased two meters
- * First Super Meter was installed at Aventura Mall
- * Concept has received wide media coverage

Mr. Book expressed his satisfaction of the success of the Homeless Awareness Day event and the attention that this population has received thus far; everyone's effort has raised the bar. Additionally Mr. Book expressed his gratitude to everyone involved in the logistics, management, promotion, and advocacy of the event and the meter campaign for their commitment – thank you. David reiterated Mr. Book's comments and also thanked everyone. Several board members commented on the impact of the event, that it was a wonderful experience. Mr. Taylor was recognized for his work. (This is a non-action item).

VII. CPH REPORT

Mr. Vincent provided members and guests updates and announcement concerning the organization:

- * Outplacement for the month ending October 31, 2009 was 69.1% at the Chapman Center, 67.7% at the HAC South, and life-to-date is 61.97% - conclusion of 13 years
- * As a result of Homeless Awareness Day there were 9 male intakes, 7 women, and 1 family
- * The high energy CPH Annual Gala at the J.W. Marriott celebrating Alvah Chapman's life was held October 30, 2009-the proceeds totaled \$1.8 million
- * Volunteers will be serving a Thanksgiving Day Meal, at Bongos Café from 4-7 p.m. Clients will be driven to the location
- * Wade's World Foundation will be dedicating the new basketball court

VIII. APPLE TREE REPORT

Mr. Book inquired if there were any questions, comments, concerns on the report; not being any Mr. Rosemond made a motion to accept the report as presented. Ms. Cumbie seconded the motion. All members present approved the motion set forth. Any further questions or inquiry may be directed to David Raymond at the Homeless Trust Office.

IX. ECONOMIC INDICATOR REPORT

Cesar Deville stated that there was an increase of 1.39% in tax earning for the month of October as compared to last year. Total collected is \$953,611. National unemployment rates are 10.2%; state is 11%; local is 10.9%.

X. EXECUTIVE DIRECTOR'S REPORT

- * Chronically homeless population is up from 460 to 600.

- Appointed to the National Alliance Leadership Counsel
- Street populations are going up
- HPRP (stimulus money)-response for assistance has been overwhelming-moratorium for prevention cases only is in place
- County budget has reduced staff salaries by 5%-with other benefits cut it is closed to 9%

David wished everyone a Happy Thanksgiving holiday.

XI. OTHER

(Some items below were discussed at different point of the meeting)

A dialogue of the street feeding issue was opened. This issue has become a problem again (pictures provided) which needs to be addressed particularly around Camillus House. Members discussed the issue and some possible solutions at length. It is a public health and safety issue for all the parties involved. A good process was established with the feeding program and it will be built on to resolve.

Issues:

- People running out of Camillus House randomly to get food being passed
 - Running through traffic
- Quality of food unchecked
 - Possibility of someone getting ill
- Garbage problem-brings rodents and insects, it is a health hazard, and it is an eyesore
- Do not wish to penalize well meaning organizations-reach out to organization and educate them.
 - Some organizations refuse to cooperate with Camillus House Management and/or our feeding program

Resolutions:

- Create ordinance that sanctions organizations that blatantly violate city codes
- Radius, specific areas, license program
- Mayor Regalado will discuss with Chief Exposito (requested pictures) and will prioritize this issue with city officials. Mr. Book assured that the City will have the cooperation of the Board. Mr. Burton expressed concerns.

Mr. Book recognized and thanked Katherine Martinez publicly for her invaluable work with the Julia Tuttle residents. The population there has been reduced to 37 reporting probationers. The remaining people should also be placed soon. Mr. Book informed members and guests that there will be action taken to fence off that area to make it inaccessible to vehicles; this and the garbage issue has been briefly discussed with the Governor's Chief of Staff. Many complaints from surrounding homes are being received. Some bridge residents are still resistant but he trusts that there will be a solution. Communication with the State Department of Corrections is good however the Department of Transportation has been unresponsive so far.

Mr. Book made some closing comments:

- Suggested to move Executive Committee meeting prior to the board meeting on the same date
- Reminded everyone about the candlelight vigil following the December meeting-an invitation has been extended to the Mayor's Office
- Thanks to Irwin for all his help
- Please read Herald article

With no further business to discuss, the meeting adjourned at 12:24 p.m.

Ronald L. Book, Esquire
Homeless Trust Board Chairman