

# Memorandum



**Date:** September 7, 2016

**To:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

Agenda Item No. 1(F)2

**From:** Carlos A. Gimenez  
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez".

**Subject:** Sunset Review of County Boards for 2016 – Miami-Dade County Homeless Trust

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In accordance with the provisions of Section 2-11.40 of the Code of Miami-Dade County, I am transmitting the 2016 Sunset Review of County Boards Report for the Miami-Dade County Homeless Trust. The Board approved the attached report at its meeting of March 28, 2016 and has recommended the continuation of its board.

\_\_\_\_\_  
Russell Benford  
Deputy Mayor

A handwritten signature in black ink, appearing to read "Russell Benford".

# Memorandum



**Date:** March 28, 2016  
**To:** Carlos A. Gimenez, Mayor  
Miami-Dade County  
**From:** Ronald L. Book  
Chairperson, Miami-Dade County Homeless Trust  
**Subject:** Sunset Review of County Board for 2016 – Miami-Dade County Homeless Trust

Pursuant to Section 2-11.40 of the Code of Miami-Dade County, I am submitting the 2016 Sunset Review of County Boards Report for the Miami-Dade County Homeless Trust for transmittal to the Board of County Commissioners (BCC). The Homeless Trust Board approved the attached report at its meeting on March 28, 2016.

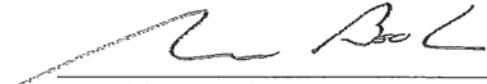
It is recommended that the BCC approve the continuation of the Miami-Dade County Homeless Trust.

## **BACKGROUND**

The Miami-Dade County Homeless Trust (Homeless Trust) was created May 3, 1994 to administer the proceeds of the One Percent Food and Beverage Tax; implement the Miami-Dade County Community Homeless Plan; and to serve in an advisory capacity to the Board of County Commissioners in order to address and eliminate homelessness on our community.

Since its inception, the Homeless Trust Board has also served as the coordinating entity for the local homeless system of care – called a “continuum of care.” The diverse representation on the Homeless Trust Board, as well as its various committees, has provided valuable input in the development of a system of care designed to move individuals from the street into housing stability. The Homeless Trust is the United States Department of Housing and Urban Development’s (USHUD) designated Homeless Continuum of Care Board, and is the State of Florida’s designated continuum of care lead agency.

In its capacity as the coordinating entity for the local system of care, the Homeless Trust oversees the system-wide Homeless Management Information System and is the recognized lead agency for purposes of applying for federal and state grants. Among its many activities, the Homeless Trust has developed system-wide “Standards of Care” and performance measurements, oversees a coordinated intake and assessment process, and tracks system utilization and performance. Through data analysis, on an annual basis the Homeless Trust identifies gaps and unmet needs, and recommends the use of resources to meet those needs. The implementation of the Miami-Dade County Community Homeless Plan is well underway, with the inclusion of best practices and other evidence-based models. The Homeless Trust’s role and structure meets and exceeds USHUD’s requirements and expectations of coordinating bodies for homeless continuums of care, and is recognized as a model program for coordination. The continuation of the Homeless Trust Board will ensure the ability of Miami-Dade County to continue to compete and receive funds to address homelessness, and to continue its success in addressing homelessness.

  
\_\_\_\_\_  
Ronald L. Book  
Board Chairperson

c: Russell Benford, Deputy Mayor  
Shannon Summerset, Esq., County Attorney’s Office

**SUNSET REVIEW QUESTIONNAIRE  
MIAMI-DADE COUNTY BOARDS  
2016**

**I. GENERAL INFORMATION**

**1. NAME OF BOARD REPORTING: 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 terms; two consecutive terms, with waiver permitted

**Number of Vacancies:** Two (2)

The Homeless Trust Board includes a diverse membership with representation from the business and faith-based communities, elected officials/government, housing and service providers, homeless/formerly homeless persons, advocates and the ex-officio membership of the regional director of the Department of Children and Families, the County Commissioner who oversees the Economic Prosperity Committee, and the Superintendent of Schools, among others. Non ex-officio Board Members are appointed through appointing entities.

**3. IDENTIFY NUMBER OF MEETINGS AND MEMBERS' ATTENDANCE (Attach records reflecting activity from January 1, 2014 through December 31, 2015):**

**Number of Meetings:** 21

**Number of Meetings with a Quorum:** All

**Attendance Records:** See attachment 1

The full board of the Miami-Dade County Homeless Trust held a total of 21 meetings were held between January 1, 2014 and December 31, 2015. No meetings were cancelled due to a lack of quorum. In addition to the Homeless Trust Board, the Homeless Trust has various committees, including the Executive Committee (which typically meets monthly), Finance and Audit Committee, Services Development Committee, Housing Development Committee, Continuum of Care Sub-Committee, and Indoor Feeding Sub-Committee. A Hotel/Motel Strike Force also conferences regularly.

**4. WHAT IS THE SOURCE OF YOUR FUNDING?**

The Homeless Trust oversees expenditures funded through local option taxes (portion of the one-percent Food and Beverage Tax for homelessness); Federal and State grants, private sector contributions/donations and interest income.

Board administrative costs are paid through Food and Beverage Tax and grant administrative funding reimbursements.

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.**  
See attachment 2
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, IF ANY:**  
See attachment 3
9. **ATTACH A COPY OF THE BOARD'S BY-LAWS(if any):**  
See attachment 4
10. **ATTACH A COPY OF THE BOARD MINUTES APPROVING THE SUNSET REVIEW QUESTIONNAIRE, INCLUDING A VOTE OF THE MEMBERSHIP.**  
See attachment 5

## 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 also provides guidance and leadership on issues related to homelessness, and serves as the lead applicant for Miami-Dade County's Homeless Continuum of Care. The Trust develops and implements 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 works to address the needs of the community, and in particular, homeless individuals and families, including homeless subpopulations (e.g. disabled, chronically homeless, homeless veterans, homeless families, and homeless youth). Through research and input on best practices, the Trust has established policies and procedures regarding the types of services and housing appropriate for funding, and the manner in which those housing and services are to be provided. The Trust approves all policies that include specific Standards of Care and Performance Measures expected of funded agencies, and reviews results to ensure they are meeting identified objectives. These Standards of Care and Performance Measures are developed with and are the result of community input. At the same time, the Trust endeavors to responsibly consider the concerns of the community as a whole, working with municipal governments, non-profit organizations and contracted agencies to address issues that are raised and impact the community. Examples include efforts to address street feedings and panhandling, and education the public on homeless issues, including anti-bullying. 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 unique perspectives regarding the necessary services to best address this population and the issues that most concern the community. The Trust constantly reviews the changing needs of the homeless population, the system of care, and the issues that most concern the community. The constant review of the changing needs of this population, and data analysis of program performance, are also considered in making policy recommendations and funding allocations. In addition, public comment opportunities are provided at all meetings, and in particular, during 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:

- Applied for and received \$32,519,448 and \$32,258,225 in competitive U.S. HUD Continuum of Care funds (in 2013 and 2014 respectively) to provide housing and services to individuals and families in the community. This included five (5) new projects, resulting in 110 new housing units.

- Conducted (4) Point-In-Time (PIT) homeless counts, as well as two (2) Point-in-Time homeless surveys to assess the gaps and needs in the homeless Continuum of Care system. For the first time, mobile technology and geocoding software was used to ensure count accuracy. PIT results recorded an overall decrease in the sheltered/unsheltered homeless population, from 4,156 in January 2014 to 3,966 in August 2015.
- Led an unprecedented effort, together with the Mayors of Miami-Dade County and the City of Miami, the Miami VA, U.S. HUD Miami Field Office, Support Services for Veteran Family (SSVF) providers Carrfour Supportive Housing and the Advocate program, local housing authorities and others, to create a system where Veteran homelessness is rare, brief and non-recurring. Between January 2014 and January 2015, more than 1000 homeless Veterans were housed, and data indicates the percentage of homeless Veterans on our streets dropped from 15-percent to less than 3-percent.
- Applied for and received \$16,200 in United States Department of Veterans Affairs (VA) funding to collect accurate data on the numbers and demographics of veterans and families with veterans experiencing homelessness, as a critical part of the strategic plan to end Veteran homelessness.
- Hosted a "Give a Vet a Home for the Holidays" live phone bank with Local 10 soliciting more than 200 landlords and property owners/managers willing to house a homeless Veteran.
- Launched Strike Force: Urban Core, a pilot program designed to reduce the number of homeless in Downtown Miami. A registry was conducted successfully engaging and assessing more than 270 homeless. As part of this initiative, more than 163 emergency beds and 96 units of housing were dedicated to the population within the geographic area.
- Funded specialized outreach teams, equipped with skilled homeless outreach workers, psychiatric nurse practitioners and legal experts, to engage, assess, administer medical treatment, and ultimately, house to hard-to-reach chronically homeless individuals.
- Incorporated a new vulnerability assessment tool into the coordinated outreach efforts to determine who among the homeless population is the most vulnerable, and hired a Housing Coordinator to match those individuals and families most in need with available permanent housing stock. More than 4,200 assessments have been completed.
- Selected to participate in the nationwide 25 Cities and Zero: 2016 initiatives to end Veteran and chronic homelessness, allowing the Trust to receive technical assistance through hands-on coaching, shared learning and transparent data and performance management.
- Selected by the United States Interagency Council on Homelessness to teach other Continuums of Care around the nation how to set a path towards ending chronic homelessness, utilizing the Supportive

Housing Opportunities Planner (SHOP) tool to set targets for the prioritization and creation of new units of housing for the chronically homeless.

- Conducted two (2) unaccompanied homeless youth counts and surveys, in partnership with the Miami Coalition for the Homeless (now, Miami Homes for All) and a number of youth-focused agencies, to assess the gaps and needs of unsheltered and unstably housed minors, between the ages of 13-24. The iCount's, as they are called, are used to determine the number of unaccompanied minors, their needs and programming gaps that exist in the community to serve them. Organizations including Miami Bridge, Switchboard of Miami, Miami-Dade Public Schools Project Up-Start, Pridelines, LGBTQ Alliance and others participated promoting the count through social media and print and radio advertisements.
- Competitively selected to receive state Challenge Grants in 2014 and 2015 totaling \$480,000, providing rapid-rehousing, housing navigation, utility and furniture assistance and match funding to providers serving homeless individuals and families.
- Assumed the administration and monitoring of 21 Shelter Plus Care Grants, valued at \$7.8 million from Miami-Dade Public Housing and Community Development. The grants, which provide housing and services to homeless households, are funded through U.S. HUD.
- For the first time, participated in U.S. HUD's Annual Homeless Assessment Report (AHAR). AHAR uses data collected locally to provide federal policymakers with a deeper understanding of who is homeless and how homelessness changes over time. The data is used to craft strategies to prevent and end homelessness.
- To better serve homeless families, the Homeless Trust worked with its private sector partner, Chapman Partnership, to provide case management for families in hotel/motel and awaiting shelter placement. In FY 2014-2015, an additional 80 families were served, lengths of stay were reduced by more than two weeks, and a 25-percent reduction in costs was realized.
- Entered into eight (8) Memorandums of Understanding with Public Housing and Community Development (PHCD) prioritizing homeless individuals for 83 Extremely Low Income housing units funded through Florida Housing Finance Corporation.
- Received technical assistance to encourage Section 8 Multifamily Property Owners to adopt a homeless preference and receive tenant referrals from the Homeless Trust. Memorandums of Understanding are underway with Miami Beach Community Development Corporation, POAH Communities, Centro Campesino, The Urban League and the Miami-Dade Public Housing Agency.
- Applied for and received a US HUD Planning Grant to assist the Homeless Trust in process improvement, training, capacity building.
- Fully engaged in implementing our local Plan to end Homelessness.

- Unveiled a new logo together with a new, more user-friendly website for volunteers, providers and others interested in learning about Miami-Dade's Continuum of Care.
- Refreshed 80+ Romero Britto-designed homeless donation meters and ground graphics designed to discourage panhandling and support emergency shelter and indoor feeding programs.
- Implemented two (2) Homeless Awareness Days which included business leaders' breakfasts, student rallies and donation drives in support of homeless persons in the community.
- Assisted in the implementation of two (2) Homeless Memorial Days remembering those who died while homeless.
- Implemented two (2) Homeless Awareness and Sensitivity Poster and Essay Contests focused on homeless dignity and anti-bullying themes.
- Placed 13,389 persons into Emergency Housing; 2,196 into Transitional Housing; and 12,502 into Permanent Housing.
- Secured \$709,280 in State Department of Children & Families funding for Crisis Outplacement Beds helping divert homeless people with severe mental illness from incarceration.

**b. Since established**

- Developed a coordinated outreach, assessment and placement process for homeless persons accessing homeless housing and services in Miami-Dade County. This process is a requirement of U.S. HUD as part of the HEARTH Act.
- Developed and expanded a coordinated system of care that includes multiple housing types, including 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 8,000 to less than 1,000 people.
  2. A total of 1,900 emergency beds have been developed by the Homeless Trust.
  3. A total of 1,766 transitional beds have been developed by/through the Homeless Trust Continuum of Care.
  4. A total of two (2) Safe Havens offering 28 beds for people experiencing homelessness and severe mental illness have been developed by/through the Homeless Trust Continuum of Care.
  5. A total of 4,820 beds of permanent housing have been developed by/through the Homeless Trust Continuum of Care.
  6. A total of 403 additional permanent housing beds are under development.
- Hailed as a "National Model" and "Best Practice" (1998) for addressing homelessness.

- 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 2013 and 2014 NOFA Consolidated Applications to U.S. HUD.
- Secured funding for the implementation of the Miami-Dade County Community Homeless Plan.
  1. 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
  2. Secured more than \$406 million in U.S. HUD funding, including a \$15 million demonstration, HUD Initiatives grant in 1994.
  3. 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.
  4. Applied for and were awarded \$7.4 million in Homeless Prevention and Rapid Re-housing Program funding through the American Recovery and Reinvestment Act via the United States Department of Housing and Urban Development. This is a 15-fold increase over our local homeless prevention fund.
  5. 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.
  6. Secured more than \$7.3 million in State funding since 1998 for homeless coordination and prevention services, housing and services for the mentally ill, and match funding.
  7. Secured more than \$4.3 million in State funding for homeless housing development.
  8. Secured more than \$95 million in private-sector funds (includes \$60 million in cash contributions, \$21 million in endowment and \$14 million in-kind) through a public/private partnership. A unique contractual relationship with the Chapman Partnership, 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.
  9. Collected more than \$195 million in food and beverage tax proceeds;
  10. Received a set-aside of \$1 million a year HOME funds for homeless capital projects.
  11. Secured \$1,169,821 in municipal contributions for the Short Term Plan;
  12. Secured \$1.3 million in Department of Labor funding to provide housing and services to hard-to-serve TANF recipients.

- Issued a number of RFPs, RFAs and RFQs to fund homeless housing and services.
- Secured 84 acres of surplus property at the Former Homestead Air Force Base through the Base Realignment process. Developed a 300-bed homeless assistance center, 30 treatment beds for single adults, and 157 family transitional beds. Worked with the respective Congressional delegation to change Federal policy allowing the use of permanent supportive housing on Surplus Military properties, resulting in the development of a one of a kind project featuring 145 units of permanent supportive housing for formerly homeless families, a 22 acre organic farm and a farmer's market.
- In April 2010, The Homeless Trust, along with the University of Miami, hosted President Bill Clinton and the Clinton Global Initiative with 600 students from 80 Countries for a day of community service at the Homestead Housing Complex project site consisting of the Chapman Partnership (formerly the Community Partnership for Homeless), Camillus St. Michaels and Mother Seton, and Verde Gardens Programs
- Implemented a community-wide public education and awareness campaign which focuses on the sponsorship and placement of homeless donation meters, painted by renowned artist Romero Britto. The meters collect funds that will fund 100% new shelter beds and expand the indoor meals program, offering the community an option to giving money to panhandlers, most of whom are known not to be homeless.
- Collaborated with the Veteran's Administration on the Veteran's Administration Supportive Housing program for 50 new housing vouchers for homeless veterans.
- Collaborated with two grantees, Carrfour Supportive Housing and Veteran's Link Up to provide Homeless Management Information Services and Homeless Helpline referral services for the Social Services for Veterans Families (SSVF) programs to provide homeless prevention and rapid re housing services for veterans who are at risk of homelessness or are homeless.
- The former 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 authorization of the McKinney Act and the American Recovery and Reinvestment Act and provided feedback to the U.S. Interagency Council to End Homelessness' Opening Doors Plan.
- The Trust's former Executive Director was selected by Miami-Dade County Public Schools to be a member of the Great Cities Initiative made up of representatives from Miami, Los Angeles, New York, Houston and Chicago to increase adult Literacy and Vocational programming which resulted in locally driven programming expanding into homeless programs in Miami-Dade County.

- Participated in the Partners in Crisis meetings to address the needs of the homeless mentally ill involved with the criminal justice system.
- Contracted with the University of Central Florida to perform and complete an independent evaluation of the Homeless Trust and Continuum of Care.
- Coordinated and completed four (4) on-the-street homeless county annually, as well as two (2) Point-in-Time surveys.
- Secured more than \$345 million in U.S. HUD funding, including a \$15 million demonstration, HUD Initiatives grant in 1994.
- Through the efforts of our private-sector partner, Chapman Partnership, 103,401 admissions of homeless men, women and children were provided in our full service Homeless Assistance Centers with a 63.99% successful life-to-date outplacement rate.
- Obtained \$15 million in General Obligation Bond Funds for the Development of Permanent Housing.
- Implemented 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 Public Housing and Community Development (PHCD) 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.
- Received National recognition from U.S. HUD officials for having no homeless families with minor children on the streets of Miami-Dade County. Due to the Trust's policy, increased the level of funding for hotel placements and food vouchers.
- 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.
- In partnership with Miami-Dade County Public School, Chapman Partnership, and the Miami Coalition for the Homeless, embarked on a campaign to educate all students in Miami-Dade County Public Schools about homelessness. The result of the endeavor was the production of two educational videos, with an accompanying grade specific, week-long curriculum geared toward Kindergarten-12<sup>th</sup> grade students. 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 are asked to produce a poster, and children in Middle and High School are asked to write an essay describing their thoughts about homelessness after seeing the video and the week-long curriculum. The poster and essays were judged and winners of the contest provided prizes, including a three-day all expenses paid trip to Disney World for a family of four and a mobile tablet. These efforts continued in 2014-2015 school year.

- Redesigned the Homeless Prevention System for families and individuals based on Best Practice models from Minnesota. Provided \$1,000,000 for Homeless Prevention Funding via the Homeless Trust.
- In collaboration with the City of Miami and through the leadership of the Miami Coalition for the Homeless developed an organized indoor feeding program which shifted feeding of the homeless to indoor sites and served over 900,000 meals since February 2005.
- Implemented a Homeless Prevention and Rapid Re-housing Program funding through the American Recovery and Reinvestment Act. This program served 3,750 persons in 1,455 households with only a 1% rate of recidivism utilizing U.S. HUD funding provided to the County and another 3,957 persons in 1,347 households with funding provided by U.S. HUD to the State of Florida and Cities of: Miami, Hialeah, North Miami and Miami Gardens. This effort brought over \$15 million to Miami-Dade County and served a total of 7,707 people at risk of or experiencing homelessness.
- 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?**

No. There is currently no other Board that has such broad representation or support, and that meets the requirements of U.S. HUD's Hearth Act regarding the composition, role and function of local Continuum of Care Board (required to receive federal funding). Support for the current process and Trust structure is significant.

**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. The Trust is a 27-member board comprising a broad-based membership representing numerous sectors of our community. Representation includes seven (7) appointments from the business and civic community through the Greater Miami Chamber of Commers; four (4) appointments from the provider community; two (2) formerly homeless persons; a representative from the professional/academic community; three (3) members of

the Miami-Dade League of Cities, three (3) representatives from the Greater Miami Religious Leaders 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 (now, Miami Homes for All); the Miami City Manager; the district administrator for the Department of Children and Families; 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.

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

No.

**7. WHAT IS THE OPERATING COST OF THE BOARD, BOTH DIRECT AND INDIRECT (Report on FY 2014 and FY 2015)?**

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

Direct	\$138,019	\$ 151,116
Indirect	\$60,000	\$59,250
Total	\$198,019	\$210,366

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

The goals of the Trust, the expansion of housing and services, are set forth in the Miami-Dade County Community Homeless Plan. The Plan was last formally updated in 2013, and is currently going through an annual review. The Trust's effectiveness can be measured by the increased level of coordination, increased resources (funding leveraged) and the number of beds/housing units that have been developed since the Trust's inception. In line with federal goals and priorities, there is an increased focus on services to individuals experiencing chronic homelessness, as well as homeless youth and families, part of setting a path toward ending all homelessness.

Miami-Dade County Homeless Trust Meetings for 2014

Trust Board: 9

Executive Committee: 6

Joint Finance and Audit & Executive Committee: 3

Finance and Audit Committee: 2

Services Development Committee: 6

Housing Committee: 1

Miami-Dade County Homeless Trust Meetings for 2015

Trust Board: 12

Executive Committee: 7

Joint Finance and Audit & Executive Committee: 3

Finance and Audit Committee: 1

Services Development Committee: 6

Housing Committee: 1

MIAMI-DADE HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT - 2015 (27 MEMBER BOARD) 12 Meetings

		January 23, 2015	February 27, 2015	March 27, 2015	April 2015	May 22, 2015	June 26, 2015	July 24, 2015	July 30, 2015	July 31, 2015	August	September 25, 2015	October 26, 2015	November 20, 2015	December 18, 2015		
Seat #1	Lynne Cameron	M	M	M	NO MEETING SCHEDULED	M	M	M	E	E	RECESS	M	M	M	M		
Seat #2	Judge Steven Leifman, FAC Chairman	M	M	D		E	D	M	M	D		D	D	D	D	D	D
Seat #3	Bob Dickinson	D	D	M		E	D	D	D	D		D	D	D	D	D	D
Seat #4	Dr. Karen Mahar	M	D	M		M	M	D	D	D							
	Paul Imbrone												M	M	D	M	
Seat #5	Jose Correa-Legido	D	M	M		M	M	M	M	E			D	M	M	E	
Seat #6	Brian Alonso	E	D	M		M	M	M	M	D			M	D	M	M	
Seat #7	Mayor Carlos Gimenez	D	D	E		E	D	D	D	D			E	E	E	E	
Seat #8	Commissioner Deede Weithorn	M	M	E		M	M	M	M	M			M	M	M	E	
Seat #9	Mayor Tomas Regalado	E	E	E		E	M	M	M	M			M	M	E	E	
Seat #10	Councilwoman Barbara Kramer	M	M	M		M	M	M	E	E			M	M	M	M	
Seat #11	Sandra Newson	M	M	D		D	D	M	M	M			M	E	M	E	
Seat #12	Antonio "Tony" Villasuso	M	M	E		E	M	D	M	M			E	M	E	M	
Seat #13	L. Ann Cumbie	M	D	M		M	D	D	M	M			D	M	D	M	
Seat #14	Constance Collins	M	M	D		M	M	M	M	M			D	M	M	M	
Seat #15	Reverend Diane Shoaf	E	M	E		M	E	E	M	M			E	M	M	M	
Seat #16	Rabbi Solomon Schiff	E	M	M		E	D	M	M	M			E	M	M	M	
Seat #17	Rev. Megan Smith	M	M	M		M	M	E	E	E			M	E	M	M	
Seat #18	Linda E. Gaiter	M	E	E		E	E	E	E	E			E	E	E	D	
Seat #19	Pauline Clarke-Trotman	M	M	M		M	M	M	M	M			M	M	M	M	
Seat #20	Katherine Carbarga-Castellanos	E	M	E		E	E	E	E	E			M	E	E	E	
Seat #21	Darius T. Orjuna	M	M	M		M	M	E	E	E			M	M	M	M	
Seat #22	Ronald L. Book, Esq., Chairman	M	M	M		M	M	M	M	M			M	M	M	M	
Seat #23	Alberto Carvalho	D	D	E		D	D	D	D	E			E	E	D	D	
Sear #24	Commission Xavier L. Suarez	E	D	E		E	E	E	E	E			E	E	D	E	
Seat #25	Daniel Alfonso	D	D	E		E	D	E	D	M			E	D	D	D	
Seat #26	Jason Pittman	E	D	D		M	D	D	D	D			D	D	D	D	
Seat #27	Gilda Ferradaz	M	E	M	D	E	M	M	M		M	M	D	M			

Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;

MIAMI-DADE HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT - 2014 (27 MEMBER BOARD) 9 Meetings

Seat #	Member Name	January 24, 2014	February 28, 2014	March 28, 2014	April 2014	May 30, 2014	June 27, 2014	July 25, 2014	August	September 19, 2014	October 24, 2014	November 21, 2014	December 19, 2014
Seat #1	Lynne Cameron	M	M	M		M	M			M	M	M	M
Seat #2	Judge Steven Leifman, FAC Chairman	D	D	D		M	D			D	D	D	D
Seat #3	Bob Dickinson	M	D	D		M	D			M	D	D	M
Seat #4	Karen Mahar	M	D	M		M	M			M	D	M	E
Seat #5	Paul Imbrone	M	M	D		M	D			D			
Seat #6	Jose Correa-Legido												
Seat #7	Brian Alonso	D	M	M		D	M			M	M	M	M
Seat #8	Mayor Carlos Gimenez	D	E	E		D	E			E	D	D	E
Seat #9	Commissioner Deede Weithorn	M	D	M		E	M			D	E	M	M
Seat #10	Mayor Tomas Regalado	E	E	M		E	E			E	E	E	E
Seat #11	Councilwoman Barbara Kramer	M	E	M		M	M			E	M	M	M
Seat #12	Manuel Sarría (Resigned May 2014)	M	M	D		V	V			V	V		
Seat #13	Sandra Newson												
Seat #14	Katherine Martinez	M	M	M		M	M			M			
Seat #15	Antonio "Tony" Villasuso												
Seat #16	L. Ann Cumbie	D	M	D		D	D			M	E	M	E
Seat #17	Wendell Fisher	M	M	D		M	M			M	M	D	M
Seat #18	Constance Collins												
Seat #19	Father Patrick O'Neill	E	M	M		M	M			E	D	D	M
Seat #20	Reverend Diane Shoaf												
Seat #21	Rabbi Solomon Schiff	E	M	E		M	M			M	M	M	M
Seat #22	Rev. Megan Smith	M	D	M		M	M			M	E	E	M
Seat #23	Linda E. Gaiter	E	M	M		E	E			M	M	M	E
Seat #24	Pauline Clarke-Trotman	D	M	M		M	M			M	M	D	E
Seat #25	Katherine Carbarga-Castellanos, Esq.	E	E	M		E	E			D	M	M	E
Seat #26	Cleveland Bell, III	D	M	M		M	M						
Seat #27	Darius Orjuna												
Seat #28	Ronald L. Book, Esq., Chairman	M	M	M		M	M			M	M	M	M
Seat #29	Alberto Carvalho	D	D	E		D	D			D	D	D	D
Seat #30	Commissioner Audrey Edmonson	M	D	D		D	E			D	D	E	D

NO MEETING SCHEDULED

MEETING CANCELLED

RECESS

Seat #25	Daniel Alfonso	E	E	E	D	D	D	D	D	E	D	D	E
Seat #26	Monica Viques-Pitan, Esq.	D	D	D	E	D	D	D	D	D	D	D	E
Seat #27	Gilda Ferradaz	D	D	D	E	E	M	E	D	D	D	D	D

Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;

MIAMI-DADE HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT - 2013 (27 MEMBER BOARD) 10 Meetings														
		January 25, 2013	February 22, 2013	March 22, 2013	April	May 24, 2013	July 1, 2013	July 26, 2013	August	September 27, 2013	October 25, 2013	November 22, 2013	December 20, 2013	
Seat #1	Lynne Cameron	M	E	D	NO MEETING	M	D	M	RECESS	D	E	M	M	
Seat #2	Judge Steven Leifman, FAC Chairman	M	D	M		D	M	M		D	D	D	M	
Seat #3	Bob Dickinson	D	M	M		D	D	M		D	D	M	M	
Seat #4	Karen Mahar	D	M	D		M	M	M		M	M	M	M	
Seat #5	Paul Imbrone	M	D	M		M	M	M		D	M	M	E	
Seat #6	Brian Alonso	M	M	M		M	M	M		M	D	E	M	
Seat #7	Mayor Carlos Gimenez	E	E	E		D	D	E		D	E	D	D	
Seat #8	Commissioner Deede Weithorn	M	D	D		D	E	D		M	M	D	M	
Seat #9	Mayor Tomas Regalado	E	E	E		E	M	M		M	M	E	E	
Seat #10	Councilwoman Barbara Kramer	M	D	M		M	M	M		M	M	M	M	
Seat #11	Manuel Sarria	M	M	M		M	M	M		M	M	M	M	
Seat #12	Katherine Martinez	M	M	M		M	M	M		M	M	M	M	
Seat #13	L. Ann Cumbie	D	D	D		M	M	M		M	M	M	M	
Seat #14	Wendall Fisher	M	D	M		M	M	M		M	M	M	D	M
Seat #15	Father Patrick O'Neill	E	M	M		M	M	E		M	M	M	E	
Seat #16	Rabbi Solomon Schiff	M	D	M		E	M	M		D	M	E	E	
Seat #17	Rev. Dr. Priscilla Felisky- Whitehead	V	V	V		V	V	V		V	V			
	Rev. Megan Smith											E	M	M
Seat #18	Linda E. Gaiter	M	M	E		M	M	E		E	M	M	M	
Seat #19	Gwendolyn Alvin	E	M											
	Pauline Clarke-Trotman			M		M	M	M		M	M	M	M	
Seat #20	Katherine Carbarga-Castellanos, Esq.	M	M	D		M	D	M		M	E	M	D	
Seat #21	Cleveland Bell, III	M	D	D		M	M	M		M	D	D	M	
Seat #22	Ronald L. Book, Esq., Chairman	M	M	M		M	M	M		M	M	M	M	
Seat #23	Alberto Carvalho	E	D	D		D	D	D		D	D	E	D	
Seat #24	Commissioner Jose "Pepe" Diaz	E	E	E		E								
	Commissioner Audrey Edmonson						E	E		E	E	E	E	
Seat #25	Johnny Martinez/Acting, Daniel Alfonso	D	D	D	D	D	M	M	D	E	M			
Seat #26	Monica Vignes-Pitan, Esq.	D	D	D	D	D	D	D	D	D	D			
Seat #27	Esther Jacobo													
	Gilda Ferradaz						D	D	D	D	D			

Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;

## M E M O R A N D U M

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

0#94-66

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  
Board of County Commissioners

DATE: May 3, 1994

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

SUBJECT: Economic Analysis For  
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. 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).

Amended  
Substitute  
Agenda Item No. 7(A)  
5-3-94

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 abuse 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.

ORD-200

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 2-11.37 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 of Ethics Ordinance, Sec. 2-11.1 of the Code of Metropolitan Dade County.

G. Voting Requirements. Trustees may designate alternates to serve and/or 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 to 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 one 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.

Section 5. Liberal construction to effectuate public purpose. This article, being for public purpose and for the welfare of the citizens of Dade County, Florida, shall be liberally construed to effect the purposes hereof

Section 6. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 7. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

Section 8. This ordinance shall become effective ten (10) days after the date of enactment.

PASSED AND ADOPTED:

MAY 03 1994

Approved by County Attorney as  
to form and legal sufficiency.

RAG

Prepared by:

VLR

**MIAMI-DADE COUNTY HOMELESS TRUST**

**ADMINISTRATIVE BOARD SECRETARY  
GUIDELINES**

ALWAYS KEEP IN MIND THAT OUR BOARD MEMBERS AND COMMITTEE MEMBERS ARE HARD WORKING, BUSY PEOPLE THAT VOLUNTARILY TAKE TIME TO ADDRESS THE NEEDS IN OUR COMMUNITY AND MAKE THINGS WORK. THEY ARE VERY IMPORTANT PEOPLE (VIPS) THAT ARE TO BE TREATED WITH THE UTMOST RESPECT AND COURTESY AT ALL TIMES.

## 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. The contact person for the conference room reservations is Devonda Sands, she can be reach via e-mail at [dmaulf@miamidade.gov](mailto:dmaulf@miamidade.gov) or at extension 2616.

At the request of our Chairman, Mr. Ronald L. Book, the board meetings are being scheduled and held in the Commission Chamber. The contact person to reserve the Chamber is Nelson Diaz. Mr. Diaz may be reached at (305) 375-4233 or via e-mail at [DiazN@miamidade.gov](mailto:DiazN@miamidade.gov). If a DVD audio-visual is needed, you must contact the Chamber technician, George Dunan at 305-375-1062 or via e-mail at [DUNAN@miamidade.gov](mailto:DUNAN@miamidade.gov). To obtain the copy of the DVD contact Ms. Nazreen Khan, in the Video Production Department of the Government Information Center at 305-375-1423 or via e-mail at [Nazreen@miamidade.gov](mailto:Nazreen@miamidade.gov).

For everyone's convenience, there is snack bar with an eating area on the 18<sup>th</sup> Floor and the First Floor lobby area as well as facilities. There are 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 should be at least a half an hour period between meetings.
- No food or drinks should be brought into the conference rooms. Departments will be liable for abuse.
- Smoking is not permitted anywhere in the building.
- 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 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 should be made in writing either via fax or e-mail with signature, to [dmaulf@miamidade.gov](mailto:dmaulf@miamidade.gov); however telephonic cancellation is usually acceptable (ext. 2616).
- Avoid scheduling rooms unless you intend to use them. At times, users schedule rooms "just in case" they need it. This places a burden on the system and prevents other departments from utilizing the resources.
- The Chamber must be left exactly as it is found; no exceptions.
-

## **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 at the Building Manager. However, through the Building Manager one may be obtained one from the Office of Communications.

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).

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

All meetings must 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-usually a month in advance- the ABS is to provide the department director with a list of members' term expirations to prepare any necessary documents. 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 to make them aware that they must schedule themselves of the mandatory Ethics Training for County Advisory Board members. 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 with the remaining meeting dates, the Miami-Dade Homeless Plan, and COC information, and a Welcome Package if applicable. This should be sent out as soon as feasibly possible. Generally, a thank you letter is also sent to those board members whose terms have concluded. 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**

Board 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).

The CoC Sub-committee is not a board committee, however the board secretary is responsible for this committee as well.

**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 1<sup>st</sup> of each year. Upon request, the ABS is to assist the Department of Elections and the Clerk of the Board with this task.

**VENUES**

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

Venue	Contact Person	Telephone Number
Chapman Partnership Centers-North or South	Grace Wilbert	305-329-3081
Camillus House-9 <sup>th</sup> Floor (Sommerville Apts.)	Dr. Karen Mahar	305-374-1065 x. 301
State Building-10 <sup>th</sup> Floor	Unknown at this time	305-377-5055
*Greater Miami Chamber of Commerce	Unknown at this time	305-350-7700
*University of Miami Hurricane Room Retreats only	Monica S. Inguanzo Socrates Giourgas for menu and set-up	305-284-4634;or 305.284.2444
21 <sup>st</sup> Floor-SPCC	Tara	305-375-1589
22 <sup>nd</sup> Floor-SPCC	Maria G-Garcia	305-375-4419
16 <sup>th</sup> Floor-SPCC	Jeanette	305-375-4363
12 <sup>th</sup> 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 Committee Chairman  
Bob Dickinson  
Rana G. Brown  
Lynne Cameron  
Karen Mahar  
Commissioner Deede Weithorn  
Mayor Tomás Regalado  
Councilwoman Barbara Kramer  
Mayor Carlos A. Gimenez  
Manuel Sarria  
Katherine Martínez  
L. Ann Cumbie  
Wendell Fisher  
Father Patrick O'Neill  
Rev. Megan Smith  
Katherine Cabarga-Castellanos, Esq.  
Manuel Sarria  
Cleveland Bell, III, Services Development Committee Chairman  
Alberto Carvalho  
Commissioner Audrey M. Edmonson  
Pauline Clarke-Trotman, Housing Committee Chairperson  
Linda Gaiter  
Gilda Ferradaz  
Monica Vigües-Pitan, Esq.  
Johnny Martínez; Acting Daniel F. Alfonso

**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 divide by two (2) and add one (1), this will give you the number of members or proxies necessary for a quorum. The Executive Director must be informed of the quorum status the day prior to 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 (also double-sided when possible).

Presentation folders are presently obtained from the County Mayor's Communications department. Susie Trutie may be contacted at 305-375-4883, e-mail [strutie@miamidadegov](mailto:strutie@miamidadegov) or Vanessa Santana-Peñate at (305) 375-1456, e-mail [vsp@miamidadegov](mailto:vsp@miamidadegov) 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 in case 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 as possible user id is [hitrust@calendar.gov](mailto:hitrust@calendar.gov); password is the 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 meetings 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 or square shape for 27 people (depending on the size of the tables) and 25 for the audience. The order should be Chairman, Executive Director, and our County Attorney. When it is a Finance & Audit Committee, our CFO sits between the director and the county attorney.

**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, any and all news and special events related to the goals and purpose of the board and the Continuum of Care as directed by the senior staff.
- 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  
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. The Trust shall serve as the Board for the Miami-Dade County Continuum of Care and shall act on behalf of the Continuum of Care. 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 grants and private contributions. The Trust will recommend the award of contracts and grants to carry out the homeless housing and service system for the Continuum of Care, called the Miami-Dade County Community Homeless Plan, designed to meet the needs of homeless individuals and families, including unaccompanied youth. 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, including the development and implementation of Standards of Care, Performance Measures, a mechanism to collect and analyze data to identify needs, gaps and priorities, and HMIS Governance Policies.

ARTICLE II  
IDENTIFICATION

**SECTION 1. 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 Manager of the City of Miami;
6. Two (2) formerly homeless persons selected by the Homeless/Formely 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 Regional Managing Director of the State of Florida Department of Children and Families, for the region 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. Meetings of the Board of Trustees must be held at least semi-annually.

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. Agendas of the meetings shall be published and/or distributed at least three (3) business days prior to the meeting.

**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,

**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEETING  
MINUTES FOR MARCH 28, 2016**

**The following members were present:**

Ronald L. Book, Esq., Chairman	Judge Steven Leifman
Rabbi Solomon Schiff, Vice-Chairman	Gilda Ferradaz
Lynne Cameron	Tony Villasuso
Eddie Gloria for Bob Dickinson	Constance Collins
Paul Imbrone	Reverend Megan Smith
Josie Correa	Pauline Clarke-Trotman
Brian Alonso	Darius T. Orjuna
Sandra Newson	Jason Pittman
Mayor Tomás Regalado	Evan Francher for
Jay Solowsky for Daniel J. Alfonso	Commissioner Xavier Suarez

**The following members were not present:**

Councilmember Barbara Kramer	Reverend Diane Shoaf
Kali Cabarga-Castellanos	Spt. Alberto M. Carvalho
Linda Gaiter-Guzman	Mayor Carlos A. Gimenez
L. Ann Cumbie	

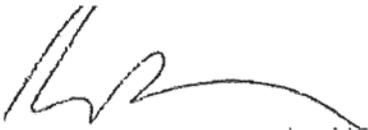
**The following guests were in attendance:**

Howard Rubin	Christina Crespi	Quincy O'Brien
Peggy Calhoun	Mms. Renita Holmes	Debra Albo-Steiger
Dan Vincent	Jennifer Pimentel	Terrell T. Ellis
Stephanie Feldman	Valerie Navarrete	LaKendra Green
Lisa Magrino	Jean Eveillard	Tangulia Dansby
Alberto Castellon	Matthew Gissen	Letricia Brown
Lázaro Trueba	Melissa Gallo	Cesar Deville
Sergio Torres	Nakia Bowling	Manuel Sarria
Melissa Saldaña	Grace Ramos	Victoria L. Mallette
Eleanor Lanser		Maggie Olano

**FOR PURPOSES OF EXPEDIENCY, THE FOLLOWING IS AN EXCERPT OF THE MINUTES:**

**III. NEW BUSINESS****(I) SUNSET REVIEW OF COUNTY BOARDS 2016**

Ms. Mallette referred members and guests to the memo and attachments in the meeting packet, and provided background information on the attached report and the attached detailing the Trust's accomplishments and performance during the past two (2) years. All county boards must undergo a review biennially. A report delineating our accomplishments and activities is submitted for approval to the Board of County Commissioners to ensure the board is serving the purpose for which it was created. **Ms. Cameron made a motion to approve the Sunset Review as presented and outlined in the memo. Rabbi Schiff seconded the motion seconded the motion. All members present approved the motion set forth unanimously.**




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**Ronald L. Book, Chairman**