

## Appendix I: Stakeholder Input

### Outreach Summary

The Coalition conducted interviews with more than 30 stakeholders in Pasco. The purpose of these meetings was two-fold. First, interviews with stakeholders served as a vehicle for data collection. Many interviews included a request for organizational information, if available, so that the Coalition's systems analysis could benefit from information not publicly available. Second, interviews were designed to illuminate opportunities and challenges within the homeless delivery system, and to gain an understanding of the impact of homelessness on the community.

Service provider stakeholders shared invaluable perspectives on concerns regarding the broader system of homeless services and housing challenges. Business owners, Board members, County Commissioners, law enforcement officials, and numerous other stakeholders provided important input on the negative effects of homelessness on the County.

### Service provider summary results

In addition to one-on-one interviews, the Coalition drafted a service provider survey. The CHPC helped distribute the survey to CoC members at large. In total, 16 responses were received.

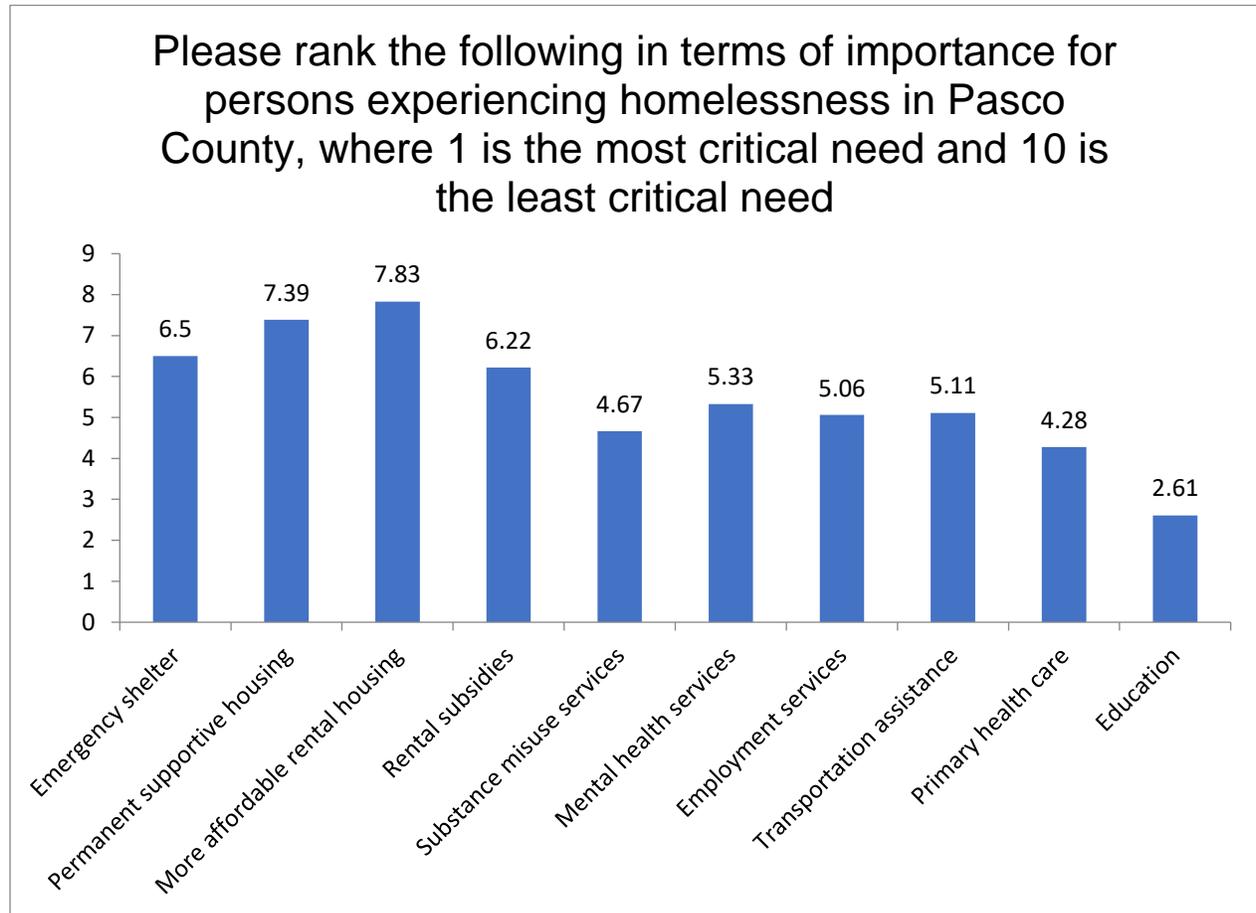
#### **Respondent roles**

Approximately 28% of respondents were senior executives (Executive Director or CEO), followed by program managers (11%) and case managers (11%). Of the descriptions entered for the Other category (50%), respondents included social workers, program directors, detectives, specialists, managers, and homeless outreach workers.



#### **Critical Needs**

Given limited resources, an essential exercise in any strategic approach to ending homelessness is prioritizing certain interventions over others. The survey asked respondents to rank the relative importance of interventions. Respondents were asked to assign a number between 1 and 10, where 10 is the most critical need, and 1 is the least critical need. To avoid response bias, the response options were listed in random order for each respondent.



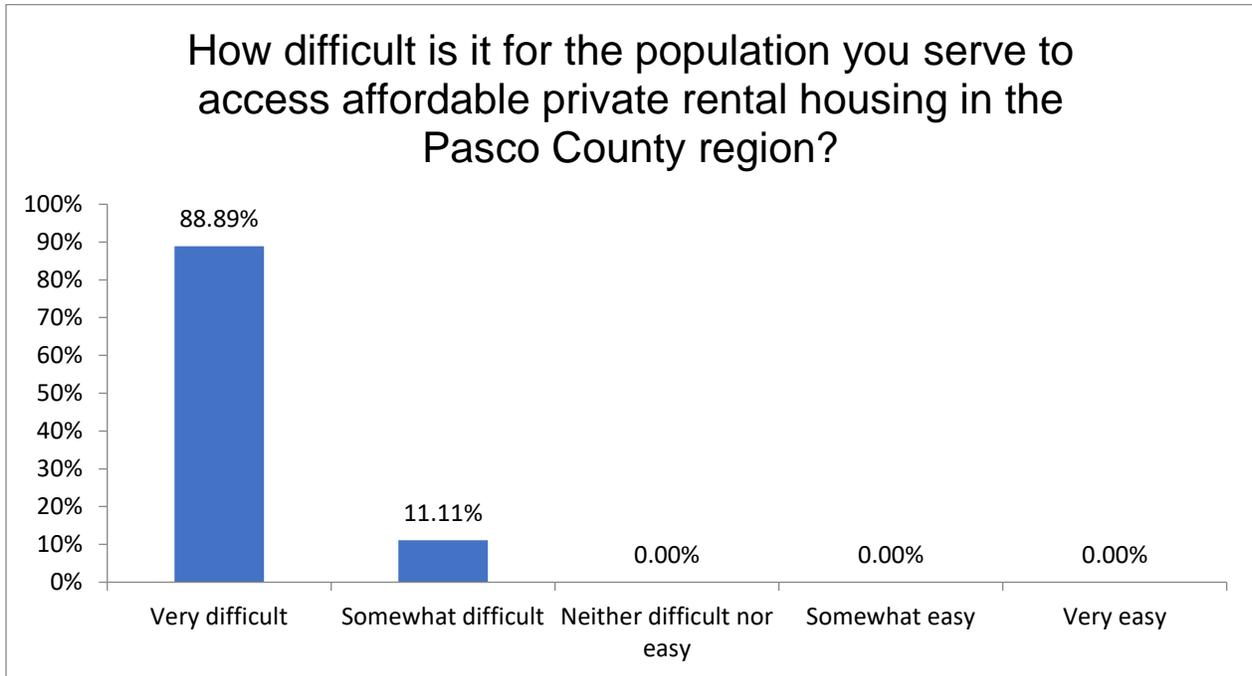
The highest need for persons experiencing homelessness in Pasco is more affordable rental housing (average score of 7.8), followed by more permanent supportive housing (7.39) emergency shelter (6.5), and rental subsidies (6.22). To clarify, permanent supportive housing is a specific type of intervention that combines an affordable rental unit with individualized support services; this intervention is most appropriate for those who have been homeless for some time and have a disability. This prioritization supports the Coalition’s research indicating a lack of available permanent supportive housing units for chronically homeless individuals with multiple co-occurring disabilities.

The lowest need interventions are education (2.61) and primary healthcare (4.28).

It is of note that these providers – those who work daily and directly with persons who are homeless – identify housing as the highest priority. Three different aspects of housing (i.e., rental housing, permanent supportive housing, and rent subsidies) were ranked as three of the top four needs, where the fourth was shelter. Housing ranked well above services related to employment, mental health, substance use, physical health, and education.

### Access to affordable housing

In addition to an assessment of the relative importance across multiple interventions, respondents were asked to indicate the degree of difficulty in accessing affordable rental housing in Pasco.

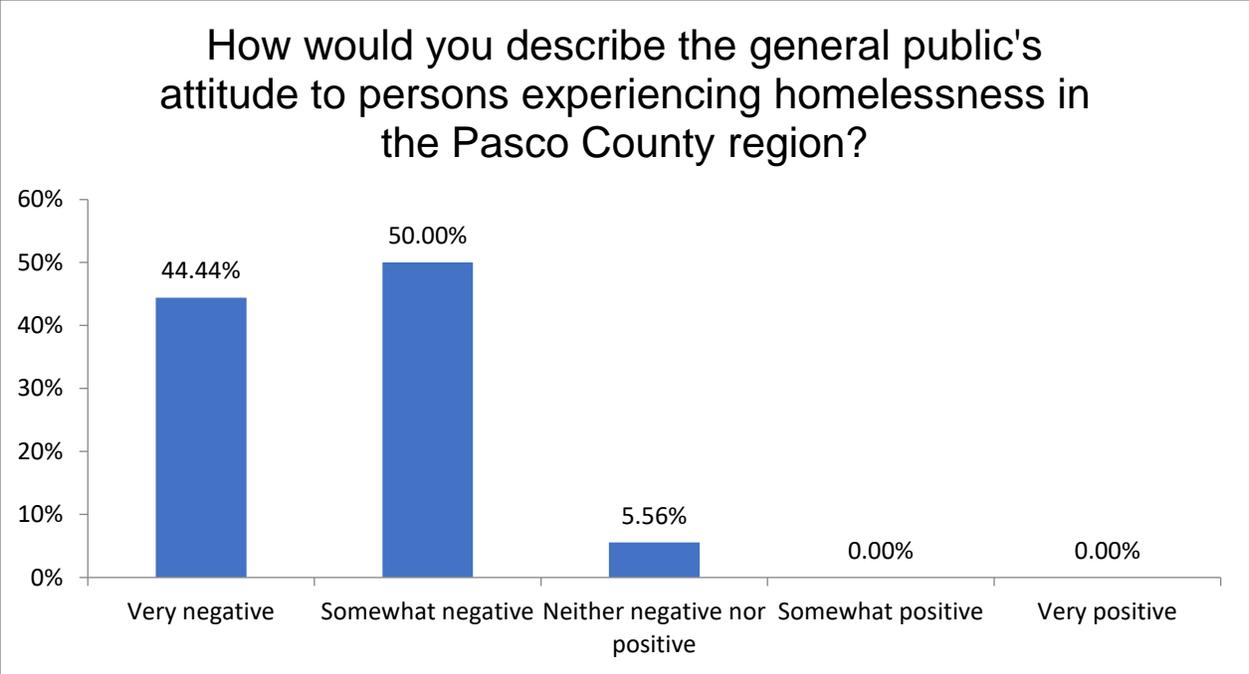


Responses were near unanimous regarding the difficulty in accessing affordable rental housing (88.89%), with the remaining respondents indicating it is 'somewhat difficult' to access affordable rental housing. It is evident from this question that service providers recognize a severe lack of affordable rental housing for their clients. This indicates that at the very low end of the housing market, rentals affordable to extremely low-income households are in short supply.

### General Attitudes

General public attitudes to persons experiencing homelessness has a direct impact on those individual's quality of life, capacity to obtain services and support from the community, and sense of participation in community social fabric. To gauge the general public's attitude toward persons experiencing homelessness, social service provider respondents were asked to describe the attitude.

A majority of respondents (50%) indicated a somewhat negative attitude in the general public toward persons experiencing homelessness, while 44.4% of respondents said the general public has a very negative attitude. Combined, over 90% of respondents believe the general public has a negative attitude to persons experiencing homelessness.

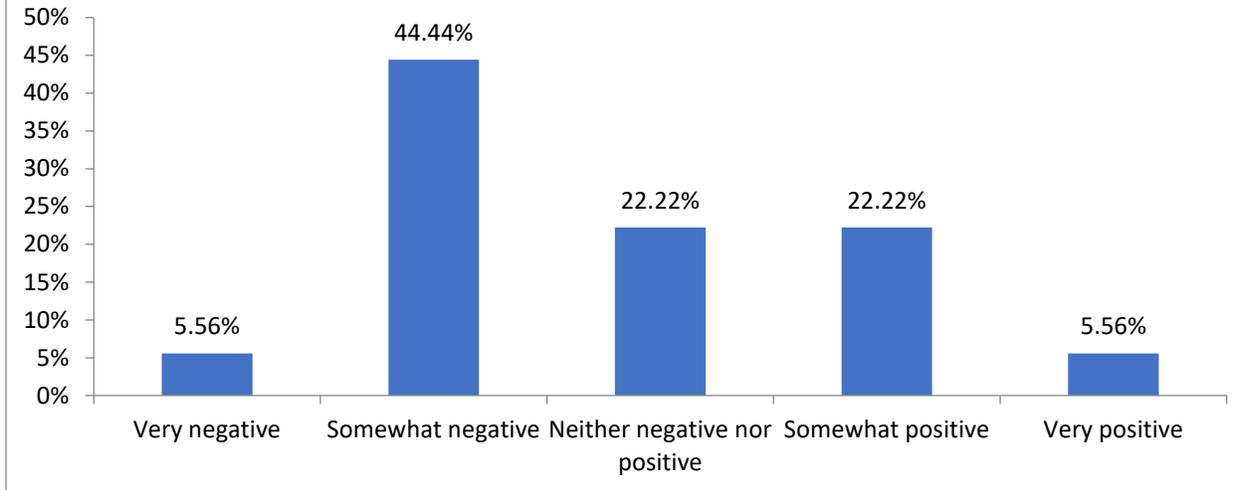


**Law enforcement attitude**

Interactions with law enforcement officers affect the daily life of a small subset of persons experiencing homelessness. This includes enforcement of local ordinances, the degree to which those ordinances are enforced, and the approach taken in daily communication between police officers and those who are homeless. The general attitude of law enforcement to persons experiencing homelessness impacts the qualitative characteristics of engagement between the two parties.

Half of respondents indicated they believe law enforcement holds a generally negative attitude toward persons experiencing homelessness (5.56% see a very negative attitude, 44.44% see a somewhat negative attitude). A minority of respondents (44.44%) indicated law enforcement holds either a neutral or somewhat positive attitude toward persons experiencing homelessness. We should note that, even though the impression of positive attitude to persons experiencing homelessness is in the minority in the survey, these figures are still higher than other communities in which we have worked.

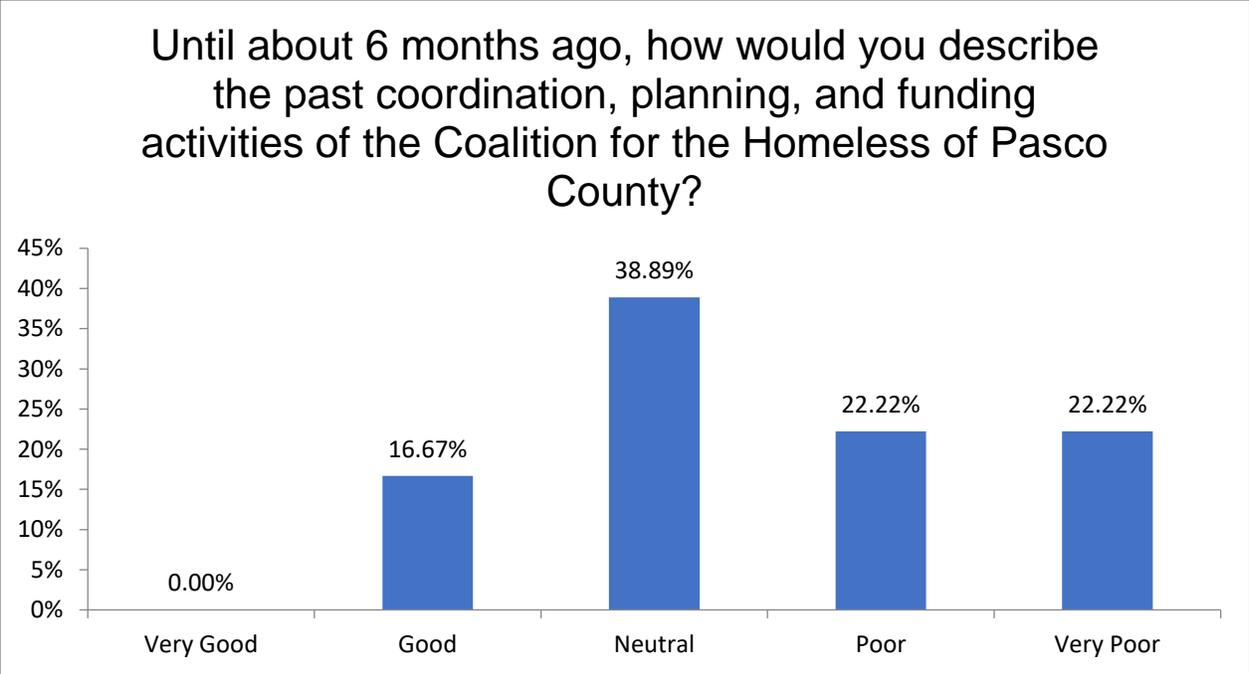
## How would you describe the general attitude of law enforcement toward persons experiencing homelessness in the Pasco County region?



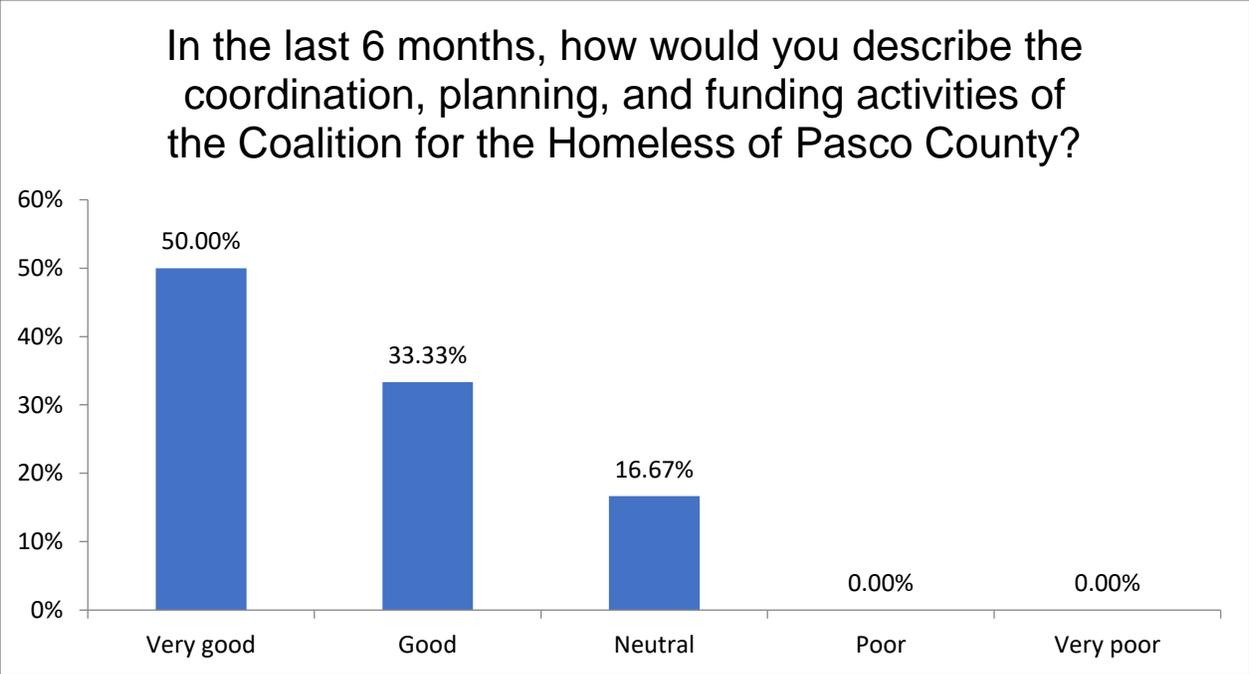
### Coalition for the Homeless of Pasco County (CHPC)

Every community has a local homeless Continuum of Care (CoC) led by a single designated CoC Lead Agency. The CoC Lead Agency serves as the authorized conduit to access federal and state homelessness funding; it is also responsible for coordinating local resources, managing data in the Homeless Management Information System (HMIS), and preparing strategic plans to address homelessness in its catchment area. The CoC Lead Agency plays a critical role in the proper functioning of any homeless service delivery system.

The CoC Lead Agency with responsibility for Pasco County is the Coalition for the Homeless of Pasco County. To gauge service provider impressions of CHPC as the CoC Lead Agency, the survey asked respondents to describe the coordination, planning, and funding activities of the CoC. Given that CHPC has a new executive director, we focused explicitly on impression of CHPC's work before and after the new executive director started.



A vast majority of respondents (83.33%) indicated either a neutral or negative impression of the CHPC. Only 16.67% of respondents indicated a positive impression.



When asked their impression of the work the CHPC is doing in the last 6 months, a vast majority of respondents were positive (83.33%), and only 16.67% indicated a neutral response. These responses should indicate confidence in the CHPC and its current leadership.

**Interventions**

Service providers are an excellent source for strategies related to ending homelessness. Because those providers have an intimate understanding of the particular needs of their client population, and in many cases have observed those needs over a long period of time, service provider input on strategy is invaluable. To assess interventions best suited for addressing homelessness in Pasco, the survey asked respondents to place a value between 1 and 5, with 1 being most critical and 5 being the least important, on a range of possible activities. The response options were randomized to avoid response bias.

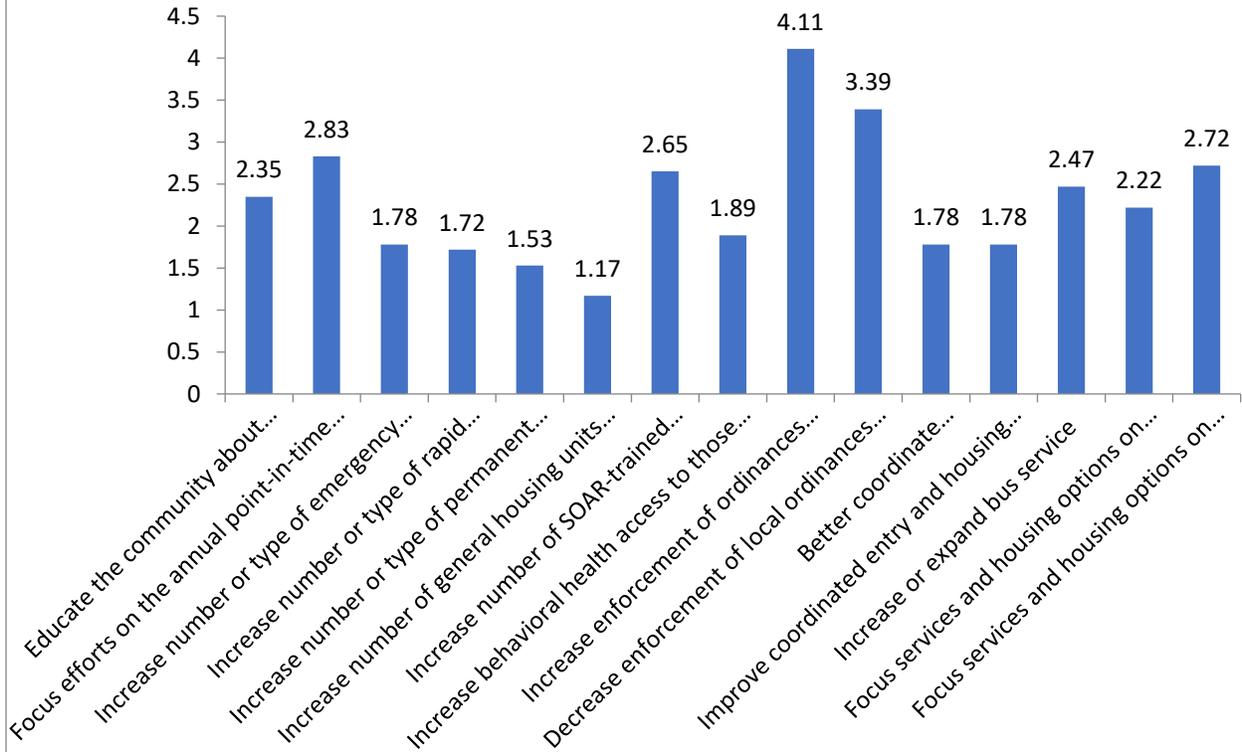
It is important to note that the figure below shows the average value across all responses. A lower value on the chart indicates a higher priority, and a higher value indicates a lower priority.

The response options are listed below, in order as they appear on the chart:

1. Educate the community about homelessness (average value of 2.35)
2. Focus efforts on the annual point-in-time (PIT) count (2.83)
3. Increase number or type of emergency shelter beds (1.78)
- 4. Increase number or type of rapid rehousing slots/funding (1.72)**
- 5. Increase number or type of permanent supportive housing slots/funding (1.53)**
- 6. Increase number of general housing units affordable to extremely low-income households (1.17)**
7. Increase number of SOAR-trained disability application processors (2.65)
8. Increase behavioral health access to those who are homeless (1.89)
9. Increase enforcement of ordinances related to homelessness-related activities (4.11)
10. Decrease enforcement of local ordinances related to homelessness-related activities (3.39)
11. Better coordinate homeless/housing/services nonprofit organizations (1.78)
12. Improve coordinated entry and housing placements (1.78)
13. Increase or expand bus service (2.47)
14. Focus services and housing options on those who are frequent utilizers cycling through various systems of care (2.22)
15. Focus services and housing options on those who have become homeless due to a one-time event or crisis (2.72)

Echoing our earlier findings regarding the importance of access to housing, the highest priorities (lowest average values) identified were (1) increasing the number of general housing units affordable to low-income households, (2) increasing rapid rehousing, and (3) increasing permanent supportive housing. Moderately ranked activities included shelter, support services, educating the public, coordination, and focusing on a specific subpopulation. The lowest ranked activities involved law enforcement actions and increasing or expanding bus service.

If you were creating a strategic plan to reduce homelessness in Pasco County, how would you prioritize each of the activities below? Please indicate rating with 1 being most critical and 5 being least important.



## Appendix II: Data on Homelessness and Housing

### Data on Homelessness

In this section, we present the best data available on homelessness in Pasco County. The figures presented here are those drawn from the CoC's Point-In-Time (PIT) Count, the Housing Inventory Count (HIC), and the CoC's System Performance Measures (Sys PM). The PIT Count serves as an estimate of the total number of persons defined as homeless on a given day in January, and is conducted by the CHPC and reported to HUD annually. The HIC details the total number of beds available by service and beneficiary type. Finally, the Sys PM are a set of measures defined by HUD and reported by all CoCs and serves as a measure of the effectiveness of the CoC in reducing homelessness.

We must be clear about concerns related to available data on homelessness in Pasco. It is evident that there are significant gaps in data collected by CHPC and reported to HUD. The Sys PM, for instance, lacks any data for 2016 and 2017. PIT Count data shows significant variation in counts by year, indicating the methodology for counting and recording persons experiencing homelessness may be inconsistent across reporting periods. This assertion is corroborated by stakeholder interviews.

With these concerns in mind, we have no choice but to use the data that is available. We try not to make concrete assertions based solely on the unreliable figures presented in this section. Rather, we use the data to draw a broad impression of homelessness in Pasco.

### Total Homeless Over Time

Data on the total persons homeless on a given night vary dramatically by year in Pasco County. The latest year PIT Count estimates approximately 2,593 persons were homeless at the time the PIT Count was conducted. This figure is over twice as many as reported in 2016, and a little over half the number reported in 2010 (4,527 total homeless). The chart also includes data on the average number of homeless persons across all CoCs in Florida. The average of CoCs is inclusive of very high population CoCs like Miami-Dade, Broward, and Orlando, as well as CoCs composed of low population jurisdictions, including Panama City/Jackson Counties, Suwanee Counties, and Naples/Collier County. Pasco is typically categorized as a small population CoC, and benchmark measures should be compared to CoCs with comparable populations. It is peculiar, for instance, that Pasco reports a higher number of homeless persons than reported in the Ft. Lauderdale/Broward County CoC (2,593 in Pasco compared to 2,450 in Broward in 2017). If taken at face value, Pasco has a disproportionate number of homeless persons compared to similar jurisdictions around the state.

The statewide average has trended downward over time, with a peak average of 2,043 in 2012, and lowering to a historic low of 1,192 in 2017. It should be noted that this general downward trend is mirrored in data reported by CHPC for Pasco.

It should be noted that the figures presented here are indicative of serious concerns related to reliability and accuracy of the data. Dramatic shifts in total persons, particularly the count of individuals recorded from 2014 to 2015, and then again from 2016 to 2017, are representative of variation in count efforts and methodology rather than substantive changes in actual population.

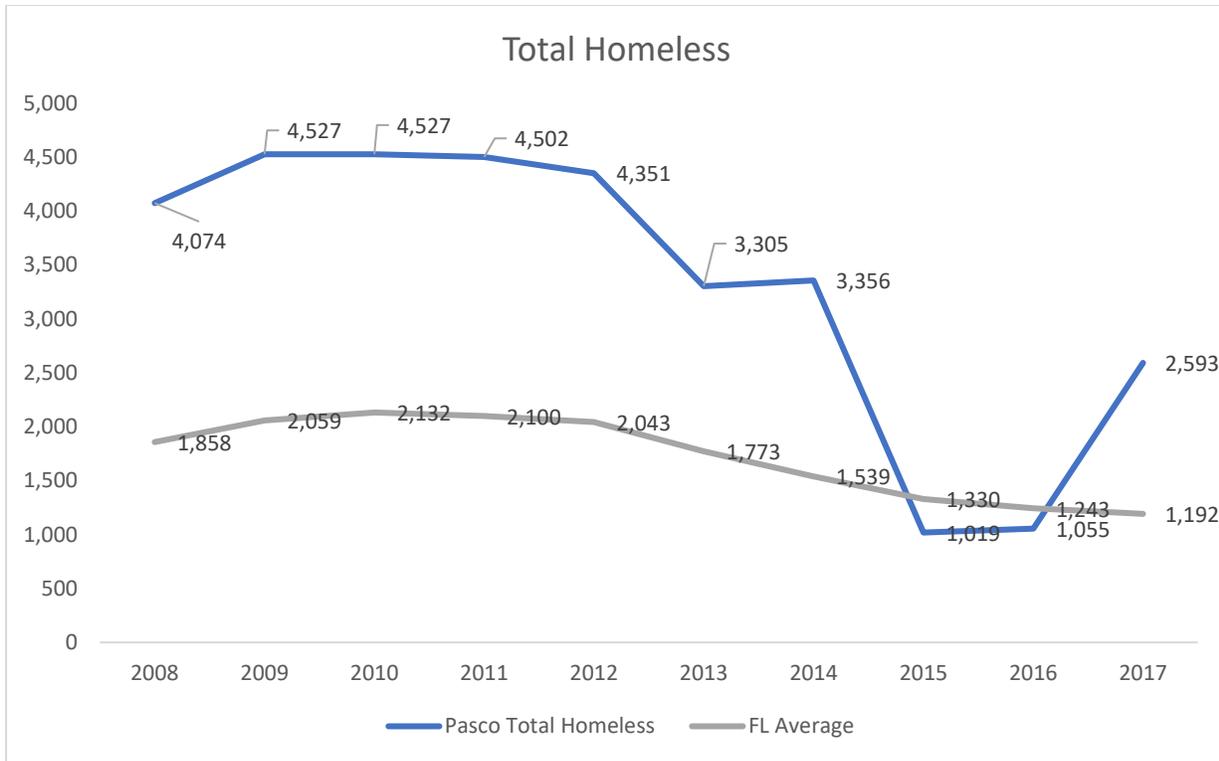


Figure 1. Total Homeless in Pasco FL-519 and FL average for all CoCs

Source: HUD PIT Count 2008 - 2017

### Homeless by Household Type

The figure below shows the total number of individuals categorized as a homeless individual or in a family. The data shows that between the years 2011 and 2014, chronically homeless individuals significantly outnumbered the count of chronically homeless people in families. The total number of chronically homeless persons drops each year, with the exception of an increase in the total count between 2016 and 2017. In 2017, the total count of chronically homeless people in families exceeds the number of individuals for the first time.

Again, we must express concerns related to the reliability of this data. The trends noted here, particularly the substantial shift in the share of individuals to families in 2017, is not seen in other FL CoCs. We suspect shifts in data definitions, PIT Count efforts, and methodology for recording individuals versus families is a primary factor in the changing data over time, as opposed to substantive changes on the ground.

During the course of our research for this report, service provider agencies reported with near unanimity that singles, particularly single men, represent a bulk of the population facing homelessness in the County. While recent PIT Counts do not reflect this, we tend to trust the service providers more than the quantitative figures reported to HUD.

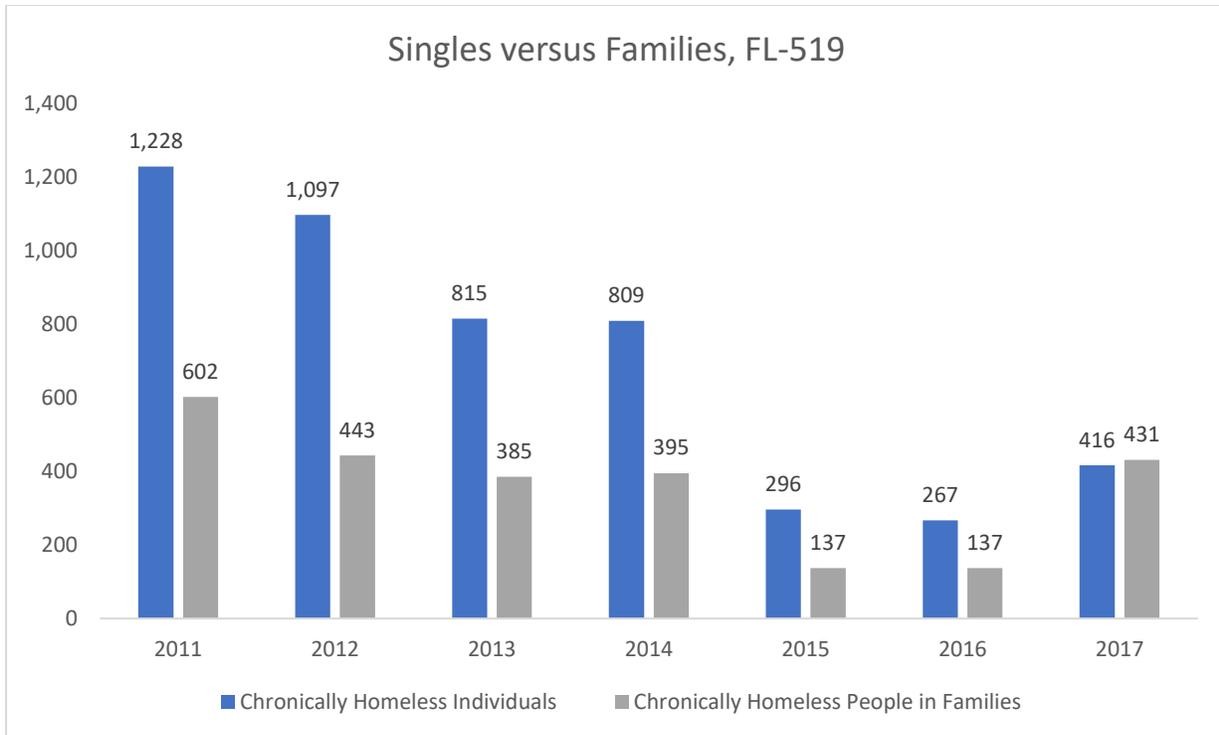


Figure 2. Homeless Persons by Household Type in Pasco County

Source: HUD PIT Count 2011 - 2017

### Average Length of Stay

A crucial consideration in assessing the effectiveness of a homeless services delivery system is the average length of stay for persons in emergency shelter (ES), safe haven (SH), and transitional housing (TH). We must state that the less time an individual spends in a state of homelessness, the greater the chance he or she will stabilize. Thus, HUD established a system performance measure focused on average length of stay to serve as a benchmark for the degree to which a system is successful at moving people from ES and TH into a permanent housing solution.

Figure 3 below shows the average length of stay in ES-SH-TH in Pasco and compares that same figure with a comparable CoC, FL-511 – Pensacola/Escambia/Santa Rosa County and to the CoC with the lowest average length of stay, FL-515 – Panama Bay/Bay, Jackson Counties. We chose FL-511 because they received only slightly more funding from HUD in 2015 (\$763,038 for Pasco compared to \$863,821 in FL-511), and is considered in the same category of CoC type as Pasco.

The difference between CoCs in the average length of stay in emergency/transitional housing environments is dramatic. The average in FL-515, the lowest in the state, is 42 days. Compare this with the average 228 days reported by Pasco County, and one immediately recognizes that persons at the “front doors” of the homeless system in Pasco spend a lot longer in temporary housing environment than comparable CoCs. We would be remiss if we did not note that implementing our recommendations will certainly lower this average in Pasco.

Data for recent years is not analyzed as Pasco has not reported Sys PM data since 2015.

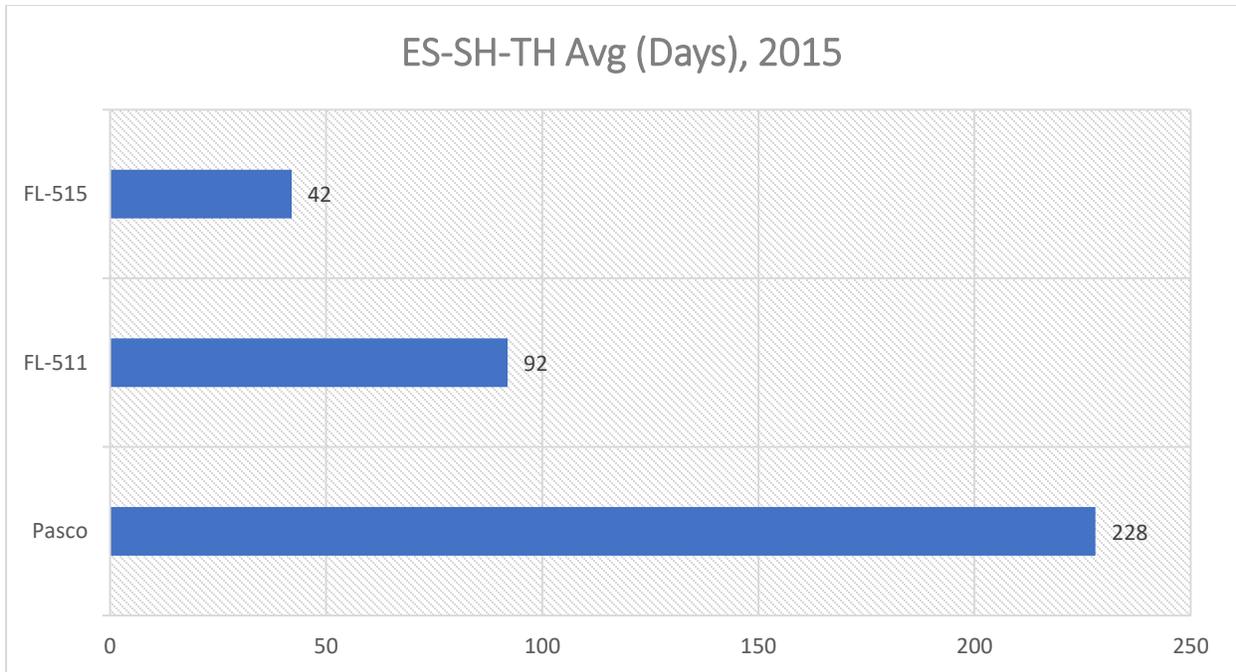


Figure 3. Average length of stay in emergency shelter, safe haven, and transitional housing in Pasco and FL-511 comparison

Source: HUD System Performance Measures, 2015 (data unavailable in FL-519 for 2016 or 2017)

### Year-Round Bed Capacity by Program Type

Figure 4 shows the total number of year-round beds by program type in Pasco’s CoC. From a system perspective, the Pasco CoC has an overabundance of emergency shelter and transitional housing beds relative to Rapid Rehousing beds. Of the 94 rapid rehousing beds, 73 are dedicated to veterans. Additionally, transitional housing beds are no longer prioritized by HUD for funding, indicating a serious vulnerability in Pasco’s ability to draw funds from the federal government to support its programs. These transitional housing beds should be re-programmed to be strictly RRH beds.

It is also worth noting that if we were to take the total number of persons homeless in the County as reported in the PIT Count at face value, the number of beds available falls far short of demand.

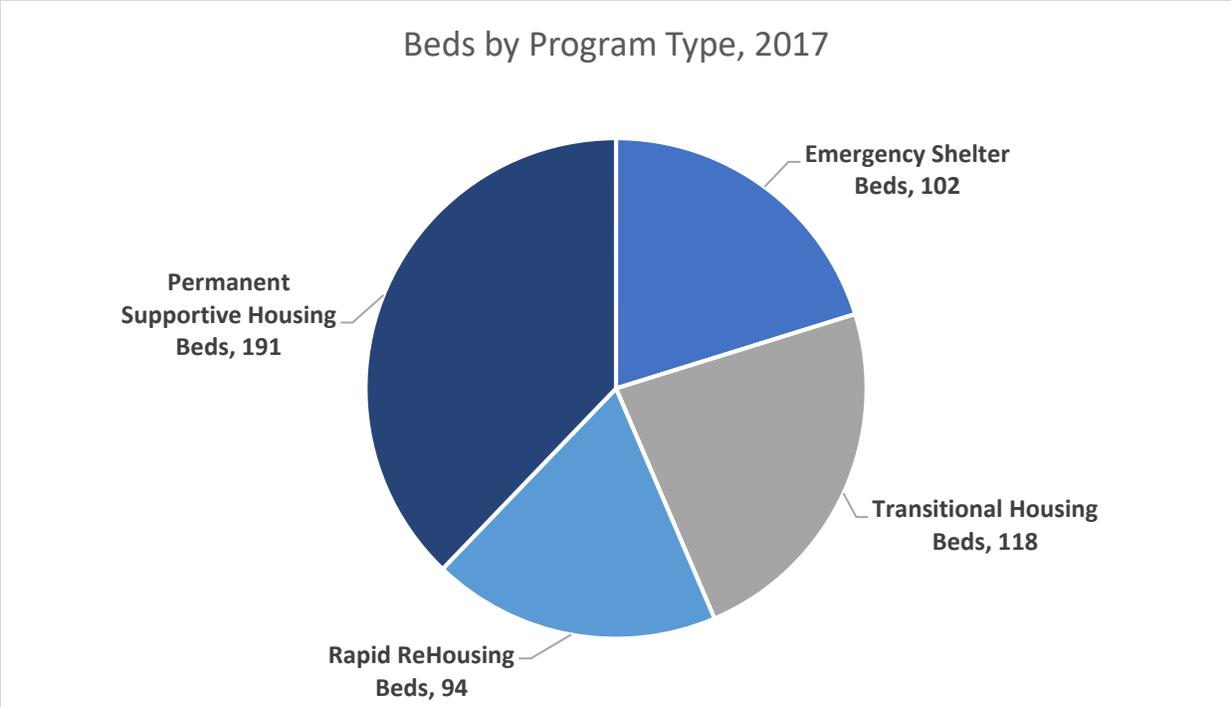


Figure 4. Beds by Program Type in Pasco CoC FL-519

Source: FL-519 2017 HIC

## Data on Housing Affordability

During the course of our research, the topic of housing affordability in general was repeatedly raised as a significant barrier to addressing the homelessness issue in Pasco County. Stakeholders indicated that there is a severe shortage of affordable housing units to extremely low-income households (ELI), or those making at or below 30% of area median income (AMI). Homeless households typically fall within the ELI population.

There is a strong link between housing affordability generally, and occurrences of homelessness in a community with a serious shortage of affordable housing to ELI households. As rents inflate to levels unaffordable to lower-income households, their housing insecurity and housing cost burdens also rise. Thus, any systems approach to homelessness must acknowledge the housing environment and understand the scale of the problem in the housing market.

This section reviews basic data on the housing market and housing cost burdens in Pasco County. We do not include recommendations specific to housing affordability, as we believe such a study and housing recommendations analysis is outside the scope of this report.

Households spending more than 30% of gross annual household income on housing costs are considered housing cost burdened. It is assumed that households spending more than 30% of income on housing must make sacrifices in the household budget to pay for groceries, utilities, transportation, and other typical household expenses. This sacrifice can lead to crisis situations when there isn't enough money in a checking account to pay for an emergency car repair or to cover a security deposit when moving into a new home. It is in a housing strained environment that communities witness inherent increases in the number of persons experiencing homelessness.

We propose Pasco is particularly vulnerable to feeding a pipeline of indigenous homelessness due to its housing cost environment. Figure 5 below shows the total number of occupied housing units by the share of each unit's household income spent on rent. We focus on rent in this context because those persons experiencing homelessness are statistically more likely to be primarily dependent on rental housing units compared to the general population.

Figure 5 shows that in 2016 there were approximately 21,194 occupied housing units occupied by households spending 35% or more of their income on rent. These households are considered housing

cost burdened. When including those housing units with households spending between 30 to 35% of income on rent, the total number of cost burdened rental units in Pasco County is 25,458.

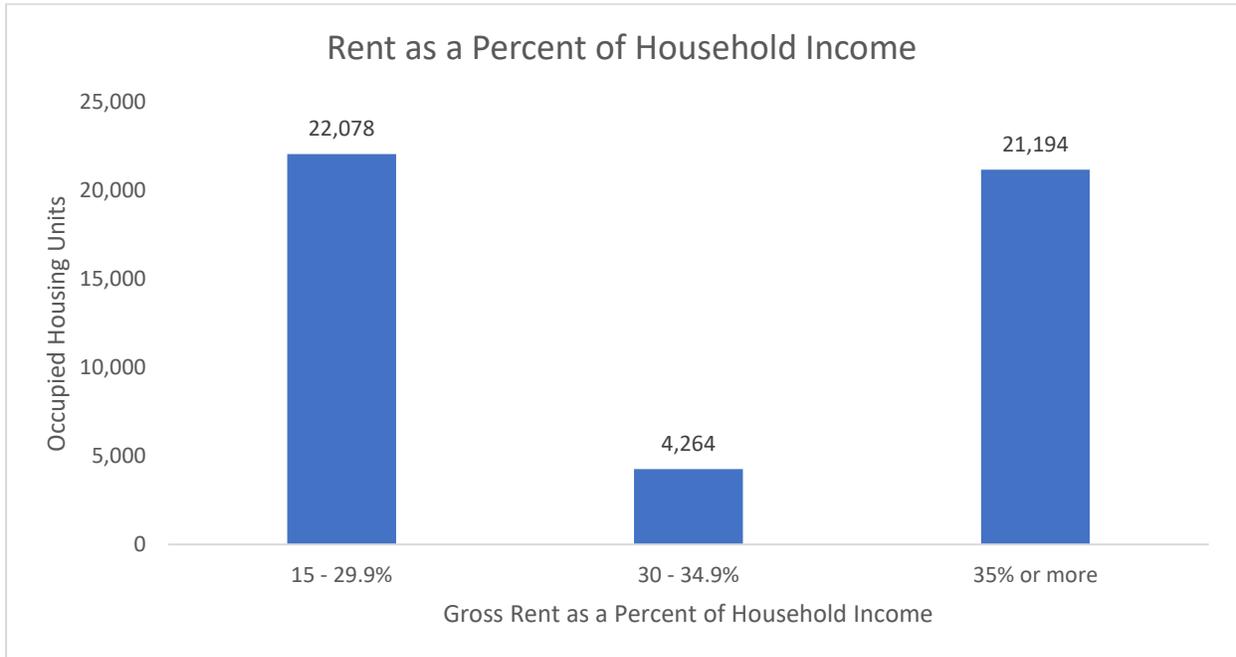


Figure 5. Occupied Housing Units by Rent as a Percent of Household Income, Pasco County

Source: 2012-2016 ACS, Table DP04

### Cost Burden by Income Category

Figure 6 below presents data on the share of renter cost burdened households by income category in both Pasco County and Florida. The categories of income range from households earning less than \$20,000 and households earning over \$75,000. Predictably, there are far higher rates of housing cost burden in lower-income households. In Pasco, there are approximately 11,215 households earning under \$20,000 per year that spend more than 30% of household income on housing (92.92% of all households in that income category). Predictably, these rates drop as household income rises.

Pasco compares favorably to rates in Florida overall. Cost burdened renters in each income category represent a smaller share in Pasco County than seen in Florida overall. This is likely due to Pasco County's relatively cheaper housing stock compared to many communities in Florida.

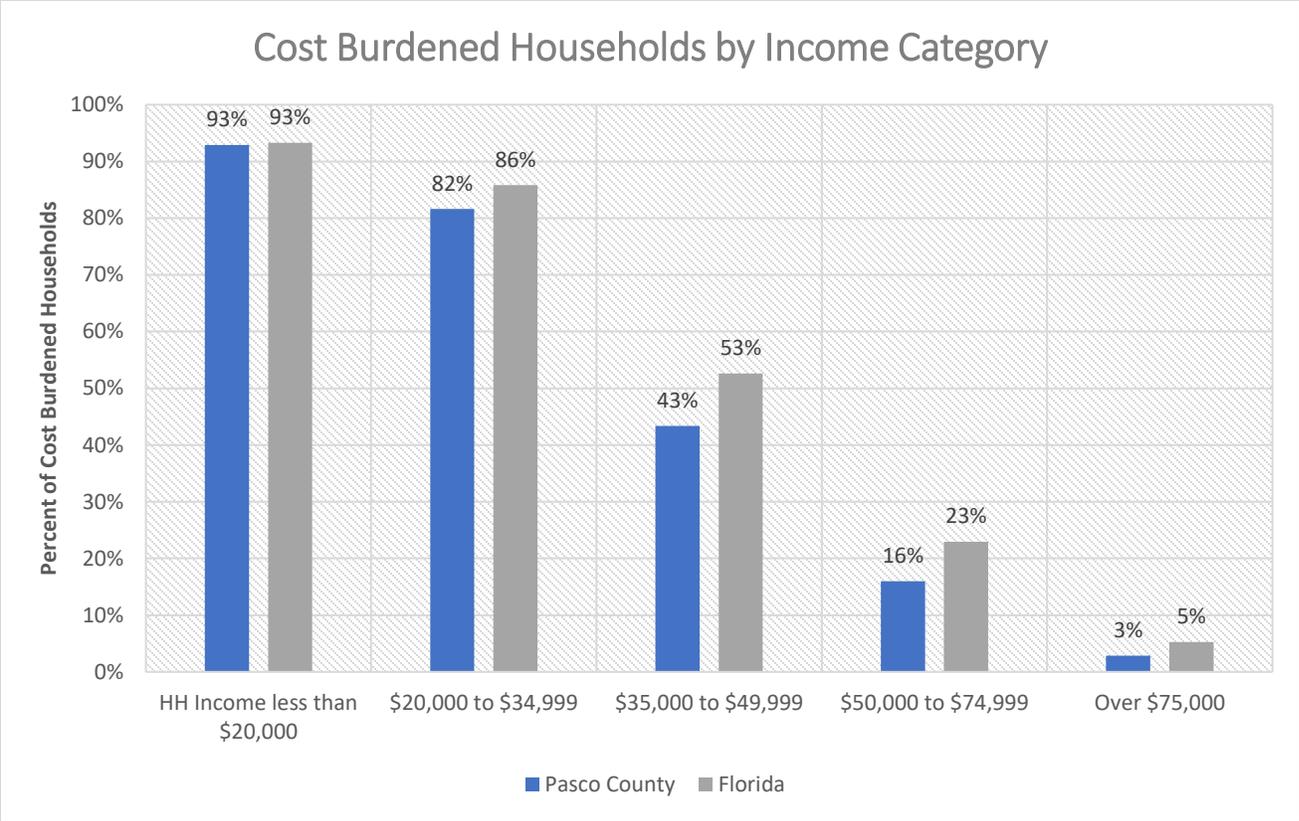


Figure 6. Cost Burdened Households by Income Category, Pasco County and Florida, 2016

Source: 2012-2016 ACS, Table B25106

**Cost Burden by Census Tract**

The location of cost burdened rental units informs the best location for services addressing homelessness. Ideally, providers would be located in neighborhoods with high rates of housing cost burden. Figure 7 below shows the total number of cost burdened renter units by census tract in Pasco County.

Not surprisingly, cost burdened renter units are located in the County’s major population centers, particularly along the 19-corridor on the West side. There is also a notable concentration of cost burdened rental units near Dade City. Interviews with law enforcement officers, both Sheriff’s and municipal police departments, uncovered concentrations of homeless-related activity in the same areas highlighted in Figure 7.

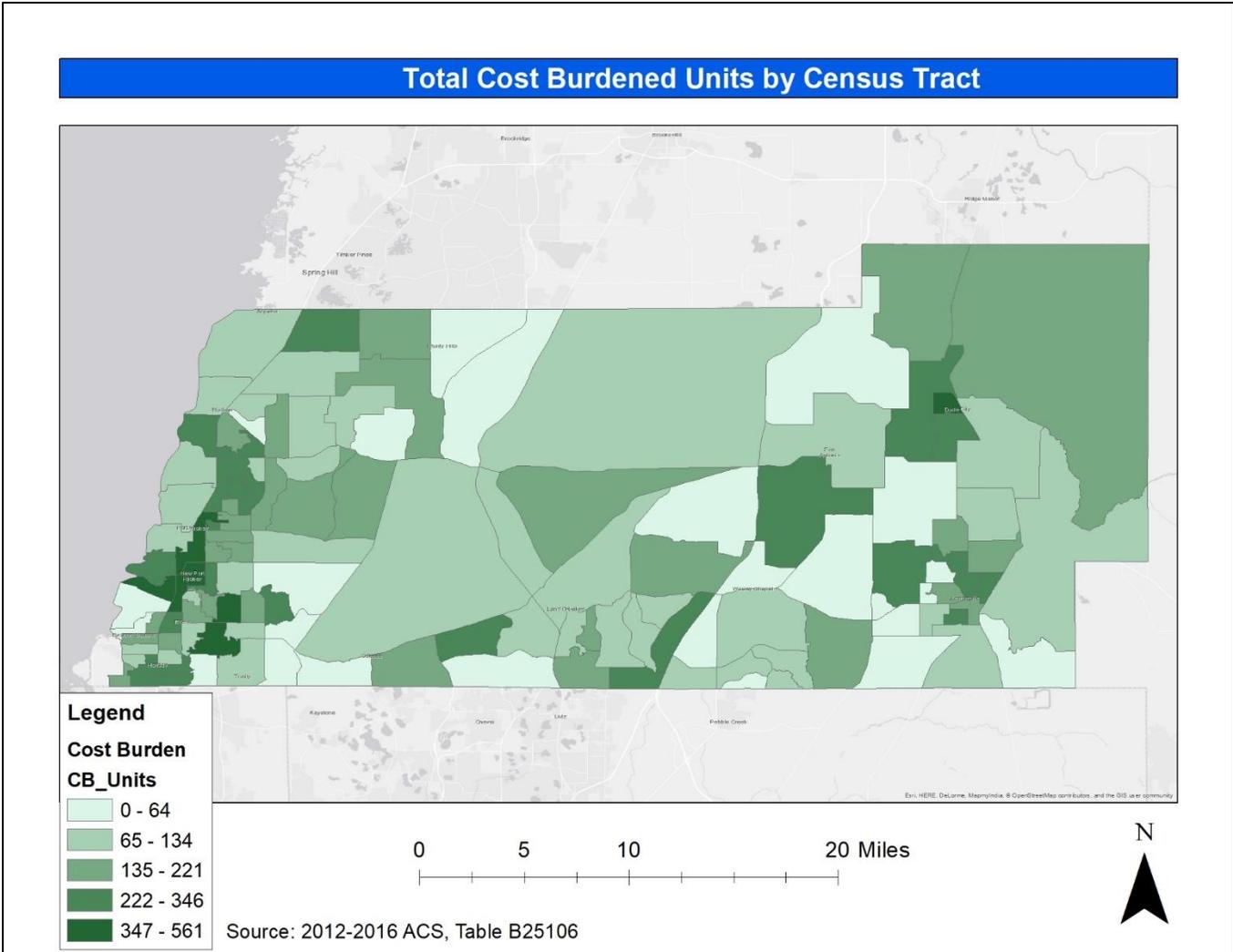


Figure 7. Units with Cost Burdened Households by Census Tract, Pasco County.

Source: 2012-2016 ACS, Table B25106

## Appendix III: Glossary

**Affordable Housing** – In general, housing for which the tenants are paying no more than 30% of their income for housing costs, including utilities. Affordable housing may either be subsidized housing or unsubsidized market housing. A special type of affordable housing for people with disabilities who need long-term services along with affordable housing is “Permanent Supportive Housing.”

**Chronically Homeless** – An individual or family with a disabling condition that has been continually homeless for over a year, or one that has had at least four episodes of homelessness in the past three years, where the combined lengths of homelessness of those episodes is at least one year.

**Continuum of Care (CoC)** – A local group of stakeholders required by HUD to organize and deliver housing and services to meet the needs of people who are homeless as they move to stable housing and maximum self-sufficiency. The terms “CoC Governing Body” or “CoC Board” refer to the planning body that provides oversight, policy, and evaluation of the community’s work to end homelessness. In some contexts, the term “continuum of care” is also sometimes used to refer to the system of programs addressing homelessness. Locally, the geographic area for the CoC is Pasco County.

**CoC Lead Agency** – The local organization or entity that implements the work and policies directed by the CoC. The CoC Lead Agency typically serves as the “Collaborative Applicant,” which submits annual funding requests for HUD CoC Program funding on behalf of the CoC. The CoC Lead Agency for the Pasco CoC is the Coalition for the Homeless of Pasco County.

**Coordinated Entry System** – A standardized community-wide process to outreach to and identify homeless households, enter their information into HMIS, use common tools to assess their needs, and prioritize access to housing interventions and services to end their homelessness. Sometimes referred to as a “triage system” or “coordinated intake and assessment.”

**Diversion** – A strategy that prevents homelessness for people seeking shelter by helping them stay housed where they currently stay or by identifying immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

**Effectively End Homelessness** – Effectively ending **homelessness** means that the community has a comprehensive response in place to ensure that homelessness is prevented whenever possible, or if it cannot be prevented, it is a rare, brief, and non-recurring experience. Specifically, the community will have the capacity to: (1) quickly identify and engage people at risk of and experiencing homelessness; (2) intervene to prevent the loss of housing and divert people from entering the homelessness services system; and (3) when homelessness does occur, provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured, and quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve and maintain stable housing. (Source: USICH)

**Emergency Shelter** – A facility operated to provide temporary shelter for people who are homeless. HUD’s guidance is that the lengths of stay in emergency shelter prior to moving into permanent housing should not exceed 30 days.

**Emergency Solutions Grant (ESG)** – HUD funding that flows through state and certain local governments for street outreach, emergency shelters, rapid rehousing, homelessness prevention, and certain HMIS costs.

**Florida Housing Coalition (FHC)** – A Florida statewide nonprofit organization founded on the belief that everyone in Florida should have safe, adequate, and affordable housing. FHC provides consulting, training, and technical assistance. FHC is the author of this report.

**HEARTH Act** – Federal legislation that, in 2009, amended and reauthorized the McKinney-Vento Homeless Assistance Act. The HEARTH/McKinney-Vento Act provides the conditions for federal funding for homeless programs, including the HUD Emergency Solutions Grant and the HUD CoC Grant funding. It also sets forth the requirements for how CoCs should operate, use HMIS, and plan.

**HMIS Lead Agency** – The local organization or entity that administers the Homeless Management Information System (HMIS) on behalf of the CoC. In Pasco, the HMIS Lead Agency is the Coalition for the Homeless of Pasco County.

**Homeless** – There are varied definitions of homelessness. Generally, “homeless” means lacking a fixed, regular, and adequate nighttime residence and living in temporary accommodations (e.g., shelter or transitional housing) or in places not meant for human habitation. Households fleeing domestic violence and similar threatening conditions are also considered homeless. For purposes of certain programs and funding, families with minor children who are doubled-up with family or friends for economic reasons may also be considered homeless, as are households at imminent risk of homelessness.

**Homeless Management Information System (HMIS)** – A web-based software solution and database tool designed to capture and analyze client-level information including the characteristics, service needs, and use of services by persons experiencing homelessness. HMIS is an important component of an effective Coordinated Entry System, CoC planning efforts, and performance evaluation based on program outcomes.

**Homelessness Prevention** – Short-term financial assistance, sometimes with support services, for households at imminent risk of homelessness and who have no other resources to prevent homelessness. For many programs, the household must also be extremely low income, with income at or less than 30% of Area Median Income (AMI) to receive such assistance.

**Housing or Permanent Housing** – Any housing arrangement in which the person/tenant can live indefinitely, as long as the rent is paid and lease terms are followed. Temporary living arrangements and programs – such as emergency shelters, transitional programs, and rehabilitation or recovery programs – do not meet the definition of housing.

**HUD** – The United States Department of Housing and Urban Development, which provides funding to states and local communities to address homelessness. In addition, HUD supports fair housing, community development, and affordable housing, among other issues.

**HUD CoC Funding** – Funding administered by HUD through local CoC Collaborative Applicant (i.e., CoC Lead Agency) entities. Eligible uses for new projects include permanent supportive housing, rapid rehousing, coordinated entry, HMIS, and CoC planning. In Pasco, the funding application is submitted by Coalition for the Homeless of Pasco County on behalf of the Continuum of Care.

**Outreach** – A necessary homeless system component that involves interacting with unsheltered people who are homeless in whatever location they naturally stay (e.g., in campsites, on the streets), building trust, and offering access to appropriate housing interventions.

**Permanent Supportive Housing (PSH)** – Safe and affordable housing for people with disabling conditions, with legal tenancy housing rights and access to flexible support services. PSH that is funded through HUD CoC funding should prioritize people who are chronically homeless with the longest terms of homelessness and the highest level of vulnerability/acute in terms of health issues and service needs.

**Point in Time (PIT) Count** – A one-night snapshot of homelessness in a specific geographic area. The PIT is required by HUD to be completed during the latter part of January each year. Various characteristics of homelessness are collected and reported.

**Rapid ReHousing (RRH)** – A housing intervention designed to move a household into permanent housing (e.g., a rental unit) as quickly as possible, ideally within 30 days of identification. Rapid ReHousing typically provides (1) help identifying appropriate housing; (2) financial assistance (deposits and short-term or medium-term rental assistance for 1-24 months), and (3) support services as long as needed and desired, up to a certain limit.

**Services or Support Services** – A wide range of services designed to address issues negatively affecting a person’s quality of life, stability, and/or health. Examples include behavioral health counseling or treatment for mental health and/or substance abuse issues, assistance increasing income through employment or disability assistance, financial education, assistance with practical needs such as transportation or housekeeping, and connections to other critical resources such as primary health care.

**Sheltered/Unsheltered Homelessness** – People who are in temporary shelters, including emergency shelter and transitional programs, are considered “sheltered.” People who are living outdoors or in places not meant for human habitation are considered “unsheltered.”

**Subsidized Housing** – Housing that is made affordable through government-funded housing subsidies. Such housing includes housing made affordable through Public Housing Authorities (PHAs) assistance and developments funded in whole or in part by the Florida Housing Finance Corporation or similar funding mechanism.

**Transitional Housing Program** – A temporary shelter program that allows for moderate stays (3-24 months) and provides support services. Based on research on the efficacy and costs of this model, this type of program should be a very limited component of the housing crisis response system, due to the relative costliness of the programs in the absence of outcomes that exceed rapid rehousing outcomes. Transitional housing should be used only for specific subpopulations such as transition-age youth, where research has shown it is more effective than other interventions.

**VI-SPDAT (Vulnerability Index and Service Prioritization Decision Assistance Tool)** – The VI-SPDAT is a widely used needs assessment tool designed to quickly assess the health and social needs of homeless persons to then match those individuals with the most appropriate support and housing interventions.

## Appendix IV: Sample CoC Charter

### **CoC FL-519: Pasco County Continuum of Care Governance Charter (Sample)**

The name of this Continuum of Care (CoC) shall be the Pasco Homeless Continuum of Care and the name of this CoC Board/Council shall be the Pasco Homeless Leadership Council, herein referred to, respectively, as “the CoC” and “the CoC Leadership Council.”

#### Purposes and Definitions of the CoC, the CoC Leadership Council, and the CoC Lead Agency

The CoC is a membership body of the region of HUD CoC FL-519, which is the United States Department of Housing and Urban Development (HUD) designation for the Continuum of Care region that is Pasco County. The purpose of the CoC is to develop and implement strategies to help make homelessness in Pasco County rare, brief, and nonrecurring.

The CoC, operating through the CoC Leadership Council and the CoC Lead Agency, coordinates the community’s policies, strategies, and activities toward ending homelessness. Its work includes gathering and analyzing information to determine the local needs of people experiencing homelessness, securing resources to address the needs of people experiencing homelessness in the CoC catchment area (Pasco County), identifying and bridging gaps in housing and services, educating the community on homeless issues, providing advice and input on the operations of homeless services, and measuring CoC performance.

The CoC Leadership Council, as constituted in Article III of this charter, provides ongoing leadership and oversight to fulfill the purposes of the Pasco Homeless Continuum of Care. The CoC Lead Agency is the entity designated by HUD, the CoC Leadership Council, the CoC, and the State of Florida to apply for funding on behalf of the CoC and to implement the decisions of the CoC Leadership Council and CoC, as outlined in a Memorandum of Understanding between the CoC Lead Agency and the CoC Leadership Council.

#### Responsibilities of the CoC

According to the U.S. Department of Housing and Urban Development’s (HUD) Continuum of Care Rule (see 24 CFR 578) and the State of Florida Statutes (see F.S. 420.624), the responsibilities of the CoC include, but are not limited to, ensuring that the following requirements are met by the CoC Leadership Council and CoC Lead Agency, working in collaboration with the CoC membership.

#### Operating a Continuum of Care

1. Adopt and follow a written process to select a board to act on behalf of the CoC (above mentioned CoC Leadership Council).
2. Develop, follow, and update annually this governance charter, which will include all procedures and policies needed to comply with HUD requirements and with HMIS

- requirements, including a code of conduct and recusal process for the CoC Leadership Council, its chair(s), and any person acting on behalf of the CoC Leadership Council.
3. In consultation with recipients of Emergency Solutions Grant (ESG) and CoC funds within the CoC's geographic area, as well as other community stakeholders, establish and operate a coordinated entry system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.
  4. In consultation with recipients of ESG and CoC funds within the CoC, as well as other community stakeholders, establish and consistently follow written standards for providing CoC assistance.
  5. Consult with funding recipients, subrecipients, and other community stakeholders to establish performance targets appropriate for population and program type.
  6. Educate the community on homeless issues.
  7. Hold meetings of the CoC full general membership, at least semi-annually, and make a public invitation for new members at least annually.
  8. Monitor performance of CoC and ESG recipients and subrecipients, as well as subrecipients of State funding for homelessness which flows through the CoC Lead Agency.
  9. Evaluate the outcomes of projects funded under ESG, CoC, and State homelessness funding programs.
  10. Provide technical assistance and support to underperforming projects and programs.
  11. Take appropriate action against ESG-funded, CoC-funded, and State-funded projects that perform poorly.
  12. Report the outcomes of ESG and CoC projects to HUD annually.
  13. Report the outcomes of State-funded programs to the State of Florida as required by contract.

### Continuum of Care Planning

1. Coordinate the implementation of a housing and service system within the CoC's geographic area that meets the needs of individuals and families experiencing homelessness. At a minimum, such a system encompasses the following:
  - a. Outreach, engagement, and assessment.
  - b. Shelter, housing, and supportive services (supportive services include, but are not limited to mental health, substance abuse, medical services).
  - c. Prevention strategies (preventing an episode of homelessness).
2. Develop strategies to end homelessness locally, based on the consideration of documented best practices, local needs and gaps, innovations in programs and service delivery, and available and potential resources.
3. Plan for and conduct an annual point-in-time count of persons experiencing homelessness within the CoC geographic area that meets HUD requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for persons who are homeless, in general, and persons who are chronically homeless and veterans experiencing homelessness, specifically, as HUD requires.
4. Conduct an annual gaps analysis of the needs of people experiencing homelessness, as compared to available housing and services within the CoC geographic area.

5. Provide information required to complete the Consolidated Plan(s) within the CoC catchment area.
6. Consult with State and local government ESG recipients within the CoC catchment area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients.

Designate an HMIS Lead Agency to Operate a Homeless Management Information System (HMIS)

1. Designate a single HMIS for the CoC's catchment area, and an eligible applicant to serve as the CoC's HMIS Lead Agency.
2. Review, revise and approve a CoC HMIS data privacy plan, data security plan, and data quality plan.
3. Ensure that the HMIS is administered in compliance with HUD requirements.
4. Ensure consistent participation by CoC and ESG recipients and subrecipients in the HMIS.
5. The relationship between the CoC and the HMIS Lead Agency and its responsibilities will be outlined in a Memorandum of Understanding.

Designate a Single Organization to Serve as Collaborative Applicant and CoC Lead Agency to be Responsible for Preparing Applications for Funding on Behalf of the CoC

1. Designate a single eligible Collaborative Applicant and CoC Lead Agency to collect and combine the required application information from all applicants for the annual HUD CoC funding competition. This entity also serves as the agency eligible for State of Florida CoC funding related to homelessness, including but not limited to the Challenge Grant and the State Emergency Solutions Grant. For the purposes of this Charter and related CoC documents, the terms Collaborative Applicant and CoC Lead Agency refer to the same organization, have the same meaning, and are used interchangeably.
2. Establish the local process for applying, reviewing and prioritizing project applications for funding in the annual HUD CoC funding competition, State of Florida Challenge Grant funding, State of Florida Emergency Solutions Grant funding, and any other funding for which the CoC Lead Agency is the eligible applicant on behalf of the CoC.
3. Establish priorities that align with local and federal policies for recommending projects for HUD CoC grant funding and all funding for which the CoC Lead Agency is the eligible applicant on behalf of the CoC.
4. Determine whether to require the CoC Lead Agency to apply for Unified Funding Agency designation from HUD.
5. Approve the final submission of applications in response to the HUD CoC Notice of Funding Availability and other funding for which the CoC Lead Agency is the eligible applicant on behalf of the CoC.
6. The relationship between the CoC and the CoC Lead Agency, and its responsibilities will be outlined in a Memorandum of Understanding.

Members of the CoC Leadership Council

The CoC Leadership Council shall consist of no fewer than 16 members and no more than 21 members who collectively represent the population within the CoC’s catchment area, with representation from diverse sectors of the community, including but not limited to: individuals with lived experience of homelessness, service providers, business community, funders, faith community, housing providers, and representatives of government. CoC Leadership Council members shall serve without compensation.

Because the CoC Leadership Council serves at the behest of the CoC, the majority of Council members shall be elected by the full membership of the CoC through an annual election process. In addition to the elected members, certain members of the CoC Leadership Council will be appointed.

Seven (7) Council members shall be appointed, as follows:

Category	Seats
One appointee selected by the Pasco County Board of County Commissioners	1
One appointee selected by the Pasco County Housing Authority	1
One appointee selected by the largest nonprofit hospital serving Pasco County	1
One appointee selected by the State-certified SAMH managing entity serving Pasco County	1
One appointee selected by the Pasco County public school system	1
One appointee selected by the State-certified domestic violence center serving Pasco County	1
The CoC Lead Agency Chief Executive Officer, serving in a nonvoting ex officio capacity	1

Up to fourteen (14) Council members shall be elected by the full CoC general membership from among the following categories:

Category	Seats
Persons with lived experience of homelessness (at least one <i>required</i> )	1-2
Representative of the philanthropic sector	1
Supportive Services for Veteran Families (SSVF) provider representative	1
Law enforcement agency representative	1
State-certified behavioral health provider representative	1
Emergency shelter provider representative	1
Rapid ReHousing provider representative	1
Permanent supportive housing provider representative	1
Runaway homeless minor youth and/or transition-age-youth services provider representative	1
Representative of a Chamber of Commerce, Downtown Development group, business council or similar business advocacy organization	1
Faith community representative ( <u>not</u> affiliated with a specific homeless services provider organization)	1
At-large ( <u>not</u> representing an organization or entity already represented on the Council)	1-2

#### Additional Membership Conditions:

1. No organization may have more than one (1) representative seated on the CoC Leadership Council at any time, regardless of which seats they occupy, and regardless of whether they are staff or board members of the organization.
2. The CoC Leadership Council is intended to be a council of leaders and decision-makers. Individuals elected or appointed to the Council in representative capacities should either have a leadership and decision-making role within their organization, and/or have the authority to represent the perspective and viewpoint of their respective organizations.
3. Every effort shall be made to ensure that the CoC Leadership Council is representative of the CoC geographic area.
4. Every effort shall be made to ensure that the CoC Leadership Council represents the racial, gender, and ethnic demographics of the CoC geographic area.
5. Individuals who are appointed to the CoC Leadership Council by an appointing entity serve at the pleasure of the appointing entity. Individuals appointed or elected to represent specific agencies, providers, or populations serve in those capacities, and may no longer serve in those capacities if their representative status changes.

#### Executive Committee of the CoC Leadership Council

The CoC Leadership Council's Executive Committee shall consist of: one (1) Chair, one (1) Vice Chair, one (1) Secretary, and two (2) at large Executive Committee members, as well as the CoC Lead Agency Chief Executive Officer serving in an ex-officio nonvoting capacity. The elected seats will be elected by, and from, the CoC Leadership Council. The outgoing Chair may also serve in a nonvoting capacity on the Executive Committee as Immediate Past Chair for one year following the expiration of his/her term as Chair.

The CoC Leadership Council shall elect the Chair, Vice Chair, Secretary, and two additional members of the Executive Committee annually following the election of the full CoC Leadership Council. In no case may the Chair or Vice Chair be affiliated with a nonprofit homeless or housing assistance organization or the CoC Lead Agency.

The Executive Committee is empowered to act on behalf of the full CoC Leadership Council between meetings of the full Council, in cases of emergency, or as directed by the CoC Leadership Council. A quorum for Executive Committee meeting is four (4).

Executive Committee actions are subject to review by the full CoC Leadership Council at its next regular meeting. Actions of the Executive Committee may be overturned by a two-thirds vote of the CoC Leadership Council members present at the next regular CoC Leadership Council meeting.

A member of the CoC Leadership Council Executive Committee may serve no more than two consecutive terms in a given office.

No organization may have more than one (1) staff or Board representative on the CoC Leadership Council Executive Committee at any time, regardless of which seats they occupy.

#### Terms of CoC Leadership Council Office

Elected members of the CoC Leadership Council shall serve two-year terms, and no more than three (3) sequential terms of office. For elected Council members, continuation on the Council is not automatic; elected Council members must be reelected to serve at the end of each term. Terms may be staggered to ensure continuity of CoC governance. In the first year of seating the CoC Leadership Council under this Governance Charter, the CoC Leadership Council will establish a reasonable policy to provide for staggering of terms.

Persons elected to serve the unexpired term of a member who has resigned or been removed will serve out the remainder of that person's term. The person will be eligible for appointment or election for up to three subsequent sequential terms.

#### CoC Leadership Council Member Qualifications and Responsibilities

All members of the CoC Leadership Council shall affirm a professional interest in, and/or or personal commitment to, effectively making homelessness in Pasco County rare, brief, and nonrecurring.

Each CoC Leadership Council Member must also:

1. Be a CoC member with dues paid in full.
2. Complete and sign a conflict of interest disclosure statement.
3. Collaborate in good faith with other members to work toward the CoC mission to address homelessness in the Pasco CoC.
4. Abide by the CoC governance charter, policies, and procedures.
5. Serve actively on at least one committee per year.
6. If representing a certain sector of homeless services, solicit input from others in that sector who are not on the Council to ensure their voices are represented.
7. Attend and participate actively in meetings.
8. Participate in the activities of the CoC, such as the Point-in-Time Count, strategic planning, advocacy and public education efforts, and project and system performance reviews.

#### CoC Leadership Council Processes

As described in Section III, seven (7) Council members are appointed by specific bodies. The remaining Council members are elected at the annual meeting of the CoC membership. To be elected to the Council, a CoC member must obtain a majority vote of the CoC general membership in attendance.

#### Removal and resignation from the Council

If a CoC Leadership Council member has unexcused absences from more than 25% of the regularly scheduled CoC Council meetings in a calendar year, that person will be administratively removed from the CoC Leadership Council.

If a Council member wishes to resign, the Council member shall submit a letter of resignation to the Chair.

In the case of removal or resignation, if a seat is an appointed seat, the appointing body will be asked to appoint a replacement; if an elected seat, the seat will remain open until the next CoC Annual Meeting.

### Conflicts of Interest

The CoC Leadership Council shall adopt a Conflict of Interest policy and disclosure requirements establishing policies, procedures, and forms to implement an effective process by which to reveal and address potential and/or actual conflicts of interest.

Any individual participating in or influencing decisions must identify actual and potential perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. A conflict of interest is broadly defined to include a conflict stemming from professional employment and groups, funding or vendor relationships, and may either be personal or professional and/or be due to those of members of their immediate family or significant others.

Disclosure should occur at the earliest possible time and, if possible, prior to the discussion of any such issues. Individuals with a conflict of interest shall abstain from both discussion and voting on any issues in which they may have a conflict. An individual with a conflict who is the CoC Leadership Council Chair shall yield that position during discussion and voting on the item. Minutes of meetings involving possible conflicts of interest shall record such disclosure, abstention, and rationale for approval.

Decisions by the CoC Leadership Council must be justifiable as being in the best interests of the CoC and the mission of the CoC to make homelessness in Pasco County rare, brief, and nonrecurring.

### Decision Making, Quorum, and Proceedings at Meetings

The CoC Leadership Council shall meet at least six times per year at regularly scheduled meetings. If the Council meets no more than every two months, the Council's Executive Committee shall meet in the interim.

CoC Leadership Council Meetings shall be open to any interested party. Meetings will be noticed in advance through the CoC membership list, the CoC Lead Agency website, and additional reasonable processes. Such notice will include the date, time, and location of the meeting. Meeting agendas shall be posted online at a specified location and/or emailed to members.

In addition, for the CoC Annual Meeting at which Leadership Council members are elected, public notice shall be provided through publication in local newspaper. Should the requirements of the State of Florida Sunshine Law be deemed relevant, the Council will comply with the requirements of the Sunshine Law.

A quorum for CoC Leadership Council meetings is defined as 50% plus one of CoC Leadership

Council membership.

Conduct of CoC Leadership Council meetings shall be vested in the Chair. Meeting procedures for CoC Leadership Council meetings must provide an opportunity for all CoC Leadership Council members present to be heard and for the efficient conduct of business. The CoC Leadership Council Chair may open the meeting to input and public comment, as deemed appropriate.

Actions of the Council will be by majority vote (50% plus one) of the CoC Leadership Council members attending either in person or participating via conference call.

Minutes of meetings shall be taken by the Secretary or his/her designee and shall be made available to interested parties, as well as posted on the website of the designated CoC Lead Agency.

### Committees and Workgroups

The CoC Leadership Council will appoint committees, subcommittees, or workgroups to fulfill the work of the CoC. Much of the CoC's work is conducted at committee and workgroup meetings. Standing committees will include:

1. Executive Committee, as described in Section IV;
2. HMIS, Coordinated Entry, and Housing Prioritization Committee;
3. Community Networking Committee; and
4. Performance Review and Project Evaluation Committee.

The CoC Leadership Council may also create ad-hoc committees to develop recommended solutions to the specific issue for which they were created.

A Council member shall serve as Chair for each committee. Each committee shall be staffed by the CoC Lead Agency. Committees and work groups will submit their findings and recommendations to the CoC Leadership Council for action, as appropriate.

Committees and work groups shall be open to CoC general members, in addition to members of the CoC Leadership Council and CoC Lead Agency.

### CoC General Membership

CoC general membership is open to any individual or organization that is interested or has a personal and/or professional commitment to making homelessness rare, brief, and nonrecurring in Pasco County.

To be a member in good standing, the individual or organization must have completed an application for membership and, if required, paid dues in full for the year.

Membership dues may be assessed and will be determined annually by the CoC Leadership Council. Dues will be waived for students and persons experiencing homelessness.

#### CoC General Membership Recruitment and Outreach

The CoC will publish and appropriately disseminate an open invitation at least annually for persons within the CoC geographic area to join as new CoC general members. Recruitment efforts will be documented by the CoC.

The CoC will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders. The CoC will recruit members to ensure that it meets all membership requirements set forth in its governance charter, including representation of certain populations and certain organizations. Specifically, outreach will be conducted to obtain membership from the following groups as they exist within the CoC's catchment area and are available to participate in the CoC:

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Governments
- Businesses
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Mental health agencies
- Hospitals
- Universities
- Affordable housing developers
- Law enforcement
- Organizations that serve veterans
- Individuals who are, or have been, homeless
- Other relevant organizations within the CoC's geography (which may include mental health service providers and funders, substance abuse service providers and funders, foster care, local job councils, etc.)

#### Decision Making, Quorum, and Proceedings at CoC General Membership Meetings

CoC General Membership Meetings shall be held at least twice a year, with one meeting specified as the CoC Annual Meeting at which CoC Leadership Council elections will be held. CoC General Membership Meetings are in addition to regular networking meetings, ad hoc work group meetings, and committee meetings, which may occur more frequently.

CoC General Membership Meetings shall be open to any interested party. Meetings will be noticed in advance through the CoC membership list and through posting on the website of the CoC Lead Agency. Such notice will include the date, time, and location of the meeting.

Meeting agendas shall be posted online at a specified location and/or emailed to members. In addition, for the annual CoC meeting at which CoC Leadership Council members are elected, public notice shall be provided through publication in local newspaper. Should the requirements of the State of Florida Sunshine Law be deemed relevant to any meeting, the CoC and Council will comply with the requirements of the Sunshine Law.

Conduct of CoC membership meetings shall be vested in the CoC Leadership Council Chair. Meeting procedures for CoC meetings must provide an opportunity for all present to be heard and for the efficient conduct of business.

Decisions at CoC membership meetings will be final upon a majority vote (50% plus one) of members present. Nonmembers present may not vote. Each organizational member shall have a single vote; each individual member shall have a single vote; no one person at the CoC membership meeting may vote twice as both an organizational representative and an individual member. Minutes of meetings shall be taken by the Secretary or his/her designee and shall be made available to interested parties, as well as posted online.

#### Relationship between the CoC Leadership Council and the full CoC Membership

The CoC Leadership Council serves at the behest of the CoC general membership. By approving this Governance Charter, approving the MOUs between the CoC and the Lead Agency, and electing Council members, the CoC is delegating CoC responsibilities to the CoC Leadership Council and CoC Lead Agency.

The CoC Leadership Council will keep the full CoC general membership informed and involved by involving CoC general members in workgroups and committees, and by sharing information via email lists and any other means appropriate.

As described in Section III, the majority of the members of the CoC Leadership Council are elected by the full CoC membership present at the Annual Meeting, with each member organization or member individual present having one vote.

#### Amendment and Review of the Governance Charter

The CoC will review, update, and approve this governance charter at least annually. Amendment of the Charter requires a majority vote of the CoC membership present at a regularly scheduled meeting of the CoC general membership. Notice of the scheduled vote on the charter amendment must be provided at least two weeks prior to that CoC membership meeting.

## Appendix V: Sample CoC and Lead Agency MOU

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
PASCO HOMELESS CONTINUUM OF CARE (FL-519)  
AND  
COALITION FOR THE HOMELESS OF PASCO COUNTY, INC.**

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**WHEREAS** the Pasco Homeless Continuum of Care (the “CoC”) adopted a Governance Charter on \_\_\_\_\_;

**WHEREAS** the CoC serves the geographic area of the FL-519 Continuum of Care, which is made up of Pasco County, to:

- Promote a community-wide commitment to the goal of making homelessness in Pasco County rare, brief, and nonrecurring;
- Provide funding for efforts by nonprofit providers, States and local governments to rehouse homeless individuals and families rapidly while minimizing the trauma and dislocation caused to homeless individuals, families, and communities as a consequence of homelessness;
- Promote access to and effective use of mainstream programs by homeless individuals and families; and
- Optimize self-sufficiency among individuals and families experiencing homelessness; and

**WHEREAS** the CoC shall develop policies and procedures conforming to the U.S. Department of Housing and Urban Development requirements detailed in 24 CFR part 578 to designate an eligible organization to serve as the Collaborative Applicant to provide services outlined in this Memorandum of Understanding;

**WHEREAS** the CoC shall develop policies and procedures conforming to the U.S. Department of Housing and Urban Development (HUD) requirements detailed in 24 CFR part 578 to designate an eligible organization to serve as the Homeless Management Information System (HMIS) Lead Agency to provide services outlined in this Memorandum of Understanding;

**WHEREAS** the CoC shall develop policies and procedures conforming to the State of Florida Statute 420.623 and 420.624 to designate an eligible organization to serve as the Continuum of Care (CoC) Lead Agency to provide services outlined in this Memorandum of Understanding;

**WHEREAS** the CoC has designated the Pasco Homeless Leadership Council to sign this Memorandum of Understanding on its behalf; and

**WHEREAS** the Coalition for the Homeless of Pasco County, Inc., a 501(c)(3) nonprofit organization, has been designated as the “Collaborative Applicant” by the CoC, and as such is the sole eligible applicant for HUD CoC Planning Grant funds, and shall manage the required HUD process on behalf of the CoC to ensure the maximum amount of funds are received by the CoC jurisdiction and that the CoC is in compliance with all applicable HUD rules and regulations;

**WHEREAS** the Coalition for the Homeless of Pasco County, Inc., a 501(c)(3) nonprofit organization, has been designated as the “HMIS Lead Agency” by the CoC, and as such is the sole eligible applicant for HUD CoC HMIS project grant, and shall manage the HMIS as required by HUD and that the CoC is in compliance with all applicable HUD rules and regulations;

**WHEREAS** the Coalition for the Homeless of Pasco County, Inc., a 501(c)(3) nonprofit organization, has been designated as the “CoC Lead Agency” by the CoC, and as such is responsible for the annual Challenge funds application on behalf of agencies within the CoC catchment area, apply for the CoC Lead Agency staffing dollars through the State of Florida, and shall manage the CoC and ensure the CoC is in compliance with all applicable Florida Statute 420.623, 420.624 and related rules and regulations;

The parties agree to the following:

**ROLES AND RESPONSIBILITIES OF THE COALITION FOR THE HOMELESS OF PASCO COUNTY, IN ITS ROLE AS COLLABORATIVE APPLICANT:**

1. Conduct the HUD CoC Program grant process, which will include but is not limited to:
  - a. Plans and coordinates a collaborative grant process within the CoC catchment area
  - b. Staffs a performance, scoring, and ranking committee that
    - i. Establishes CoC priorities that align with HUD’s priorities, as stated in the Notice of Funds Availability (NOFA) or related materials;
    - ii. Scores projects using an objective set of criteria based on CoC priorities, performance, and such other objective criteria deemed appropriate; and
    - iii. Ranks projects according to the NOFA’s instructions
  - c. Develops an application timeline and project proposal process consistent with the requirements of the HUD CoC NOFA
  - d. Prepares the application for CoC Leadership Council approval
  - e. Submits the consolidated application to HUD
2. Applies for HUD planning dollars and is able to provide the match required for the planning grant.
3. Develop in cooperation with committees CoC performance targets appropriate for each population and program type based on HUD performance standards identified in HUD guidance, NOFAs and notices.
4. Conduct performance monitoring, evaluation and reporting of all CoC program and ESG program recipients and sub-recipients.
5. Develops a quality improvement plan (QIP) and provides technical assistance for underperforming projects.
6. Provides required reports to HUD.
7. In collaboration with CoC committees and the CoC Leadership Council, establishes written standards for HUD-funded and state-funded recipients and sub-recipients.
8. Serves as liaison between CoC-funded projects and the local HUD Field Office located in Jacksonville, FL.

**ROLES AND RESPONSIBILITIES OF THE PASCO HOMELESS LEADERSHIP COUNCIL:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and sub-recipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.

3. Collaborate to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
4. Review and approve the funding application and response to HUD’s annual CoC Program NOFA for homelessness assistance resources.
5. Approve CoC performance targets appropriate for each population and program type.
6. Approve written standards for HUD-funded and state-funded homeless projects.
7. Conduct an annual performance review of the Collaborative Applicant.

**ROLES AND RESPONSIBILITIES OF THE COALITION FOR THE HOMELESS OF PASCO COUNTY, IN ITS ROLE AS HMIS LEAD AGENCY:**

1. Oversee day-to-day administration and operation of HMIS.
2. Maintain relationship and active contract in good standing with the selected HMIS software vendor.
3. Maintain current all licenses and user agreements.
4. Maintain a working relationship with all covered homeless organizations (CHOs).
5. Develop and implement HMIS-related trainings for end users.
6. Develop and follow a data quality plan (to be approved by HMIS workgroup/data committee).
7. Develop and follow a data security and privacy plan (to be approved by HMIS workgroup/data committee).
8. Produce standard reports and customized reports, as applicable and requested by member agencies.
9. Maintain compliance with HUD’s current data standards.
10. Recruitment of non-CHOs to use HMIS.
11. Staff HMIS workgroup and data committee.
12. Provide mandatory reporting to HUD – AHAR and other reports, as required.
13. Develop HMIS project application for annual consolidated application.
  - a. Develops and adheres to annual budget.
  - b. Provides match for HUD HMIS grant.
14. Maintain relationships with other non-HUD projects.
15. Submits annual Point in Time Count results to HUD.
16. Submits annual Housing Inventory Count results to HUD.
17. Generates an annual gaps analysis based on HMIS data and additional data available.

**ROLES AND RESPONSIBILITIES OF THE PASCO HOMELESS LEADERSHIP COUNCIL WITH RESPECT TO HMIS:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and subrecipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.
3. Review and approve the HMIS project application as a response to HUD’s annual CoC Program NOFA for homelessness assistance resources.
4. Approve CoC performance targets appropriate for each population and program type.
5. Conduct an annual performance review of the HMIS Lead Agency.

**ROLES AND RESPONSIBILITIES OF THE COALITION FOR THE HOMELESS OF PASCO COUNTY, INC., IN ITS ROLE AS CoC LEAD AGENCY:**

1. Staffing of CoC activities, which includes but is not limited to:
  - a. Membership meetings – logistics, agendas, minutes
  - b. CoC Leadership Council meetings – logistics, agendas, minutes
  - c. Committee meetings – logistics, agendas, minutes
  - d. Board and member support
  - e. Board and member development and recruitment
2. Recordkeeping of all CoC-related documents.
3. Advocacy and outreach within and to the community.
4. CoC Planning, to include but is not limited to:
  - a. Ranking committee for ESG-funded and Challenge-funded projects
  - b. Development of a homeless continuum of care plan
5. Collaborate to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
6. Apply for Challenge funds on behalf of the CoC.
7. Apply for State ESG funds on behalf of the CoC.
8. Manage Challenge funded and State ESG funded projects.
9. Monitor of Challenge funded and State ESG funded projects.
10. Update and maintain CoC-related social media (Facebook, Twitter, Instagram, etc.)
11. Update and maintain CoC website.
12. Complete and submit State of Florida mandated reporting.
13. Develop of quality improvement plan (QIP) and possible TA for Challenge-funded and ESG-funded underperforming projects

**ROLES AND RESPONSIBILITIES OF THE PASCO HOMELESS LEADERSHIP COUNCIL WITH REGARD TO COC LEAD AGENCY:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and subrecipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.
3. Collaborate to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
4. Review and approve the project applications for State funding.
5. Approve CoC performance targets appropriate for each population and program type.
6. Conduct an annual performance review of the CoC Lead Agency.

**DURATION AND RENEWAL**

Except as provided in the TERMINATION section, the duration of the MOU shall be from \_\_\_\_\_ through \_\_\_\_\_. This agreement shall renew automatically unless either party gives notification pursuant to TERMINATION section.

**AMENDMENTS/NOTICES**

The MOU may be amended in writing by either party, the CoC and/or the Coalition for the Homeless of Pasco County, Inc., and is in effect upon signature of both parties. \*\*Notices shall be mailed, emailed or delivered to:

1. Chair of the Pasco Homeless Leadership Council
2. Executive Director of the Coalition for the Homeless of Pasco County

**TERMINATION**

Either party, the CoC and/or the Coalition for the Homeless of Pasco County, Inc., may terminate this MOU at a date prior to the renewal date specified in the MOU by giving 180 days written notice to the other party. The termination shall be effective on the date specified in the notice of termination.

Signatures:

\_\_\_\_\_

Chair, Pasco Homeless Leadership Council,  
on behalf of the Pasco Homeless Continuum of Care

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Date

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Executive Director, Coalition for the Homeless  
of Pasco County, Inc.

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Date

## Appendix VI: CoC Responsibilities Template

### Continuum of Care Roles and Responsibilities (Template – Sample Only)

		<b>(Example) Partner Roles and Responsibilities</b>		
Reference	Responsibility	Approval or Oversight (Note 1)	Primary Lead	Supports
<b>Operating a Continuum of Care</b>				
24 CFR 578 & Governance Charter ____	14. Adopt and follow a written process to select a board to act on behalf of the CoC.	CoC Full Membership (approval)	CoC Lead Agency	
	15. Develop, follow, and update annually this governance charter, which will include all procedures and policies needed to comply with HUD requirements and with HMIS requirements, including a code of conduct and recusal process for the CoC Leadership Council, its chair(s), and any person acting on behalf of the CoC Leadership Council.	CoC Full Membership (approval)	CoC Leadership Council	CoC Lead Agency
	16. In consultation with recipients of Emergency Solutions Grant (ESG) and CoC funds within the CoC's geographic area, as well as other community stakeholders, establish and operate a coordinated entry system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Coordinated Entry Committee)
	17. In consultation with recipients of ESG and CoC funds within the CoC, as well as other community stakeholders, establish and consistently follow written standards for providing CoC assistance.	CoC Leadership Council (approval)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
	18. Consult with funding recipients, subrecipients, and other community stakeholders to	CoC Leadership Council (approval)	CoC Lead Agency	CoC Leadership Council Committee (e.g.,

	establish performance targets appropriate for population and program type.			Performance Committee)
	19. Educate the community on homeless issues.	CoC Leadership Council (oversight)	CoC Lead Agency	
	20. Hold meetings of the CoC full general membership, at least semi-annually, and make a public invitation for new members at least annually.	CoC Leadership Council	CoC Lead Agency	CoC Leadership Council Committee (e.g., Community Networking Committee)
	21. Monitor performance of CoC and ESG recipients and subrecipients, as well as subrecipients of State funding for homelessness which flows through the CoC Lead Agency.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
	22. Evaluate the outcomes of projects funded under ESG, CoC, and State homelessness funding programs.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
	23. Provide technical assistance and support to underperforming projects and programs.	CoC Leadership Council (oversight)	CoC Lead Agency	
	24. Take appropriate action against ESG-funded, CoC-funded, and State-funded projects that perform poorly.	CoC Leadership Council	CoC Lead Agency; local gov't jd ESG recipients	CoC Leadership Council Committee (e.g., Performance Committee)
	25. Report the outcomes of ESG and CoC projects to HUD annually.	CoC Leadership Council (oversight)	CoC Lead Agency; local gov't jd ESG recipients	
	26. Report the outcomes of State-funded programs to the State of Florida as required by contract.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
	<b>CoC Planning</b>			
24 CFR 578, FS 420 & Governance Charter ____	7. Coordinate the implementation of a housing and service system within the CoC's geographic area that meets the needs of individuals and families experiencing homelessness. At a	CoC Leadership Council (approval)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Coordinated Entry Committee)

	<p>minimum, such a system encompasses the following:</p> <ul style="list-style-type: none"> <li>a. Outreach, engagement, and assessment.</li> <li>b. Shelter, housing, and supportive services (supportive services include, but are not limited to mental health, substance abuse, medical services).</li> <li>c. Prevention strategies (preventing an episode of homelessness).</li> </ul>			
8.	Develop strategies to end homelessness locally, based on the consideration of documented best practices, local needs and gaps, innovations in programs and service delivery, and available and potential resources.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Community Networking Committee, Funders Committee)
9.	Plan for and conduct an annual point-in-time count of persons experiencing homelessness within the CoC geographic area that meets HUD requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for persons who are homeless, in general, and persons who are chronically homeless and veterans experiencing homelessness, specifically, as HUD requires.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Ad Hoc PIT Committee)
10.	Conduct an annual gaps analysis of the needs of people experiencing homelessness, as compared to available housing and services within the CoC geographic area.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committees (e.g., Coordinated Entry, PIT, Community Networking)
11.	Provide information required to complete the Consolidated Plan(s) within the CoC catchment area.	CoC Leadership Council (oversight)	CoC Lead Agency in collaboration with local Con	

			Plan jurisdictions	
	12. Consult with State and local government ESG recipients within the CoC catchment area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committees (e.g., Performance Committee)
24 CFR 578 & Governance Charter ____	<b>Designate an HMIS Lead Agency to Operate HMIS</b>			
	6. Designate a single HMIS for the CoC's catchment area, and an eligible applicant to serve as the CoC's HMIS Lead Agency.	CoC Leadership Council (approval)	CoC Full Membership	CoC Lead Agency
	7. Review, revise and approve a CoC HMIS data privacy plan, data security plan, and data quality plan.	CoC Leadership Council (approval)	CoC Lead Agency	CoC Leadership Council Committee (e.g., HMIS Committee)
	8. Ensure that the HMIS is administered in compliance with HUD requirements.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., HMIS Committee)
	9. Ensure consistent participation by CoC and ESG recipients and subrecipients in the HMIS.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., HMIS Committee)
	10. The relationship between the CoC and the HMIS Lead Agency and its responsibilities will be outlined in a Memorandum of Understanding.	CoC Leadership Council (approval) & HMIS Lead Agency Board of Directors (approval)	CoC Lead Agency	
24 CFR 578, FS 420 & Governance Charter ____	<b>Designate a Single Organization to Serve as Collaborative Applicant and CoC Lead Agency</b>			
	7. Designate a single eligible Collaborative Applicant and CoC Lead Agency to collect and combine the required application information from all applicants for the annual HUD	CoC Leadership Council (approval)	CoC Full Membership	CoC Lead Agency

	CoC funding competition. This entity also serves as the agency eligible for State of Florida CoC funding related to homelessness, including but not limited to the Challenge Grant and the State Emergency Solutions Grant.			
8.	Establish the local process for applying, reviewing and prioritizing project applications for funding in the annual HUD CoC funding competition, State of Florida Challenge Grant funding, State of Florida Emergency Solutions Grant funding, and any other funding for which the CoC Lead Agency is the eligible applicant on behalf of the CoC.	CoC Leadership Council (oversight)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
9.	Establish priorities that align with local and federal policies for recommending projects for HUD CoC grant funding and all funding for which the CoC Lead Agency is the eligible applicant on behalf of the CoC.	CoC Leadership Council (approval)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
10.	Determine whether to require the CoC Lead Agency to apply for Unified Funding Agency designation from HUD.	CoC Leadership Council (approval)	CoC Lead Agency	
11.	Approve the final submission of applications in response to the HUD CoC Notice of Funding Availability and other funding for which the CoC Lead Agency is the eligible applicant on behalf of the CoC.	CoC Leadership Council (approval)	CoC Lead Agency	CoC Leadership Council Committee (e.g., Performance Committee)
12.	The relationship between the CoC and the CoC Lead Agency, and its responsibilities will be outlined in a Memorandum of Understanding.	CoC Leadership Council (approval) & CoC Lead Agency Board of Directors (approval)	CoC Lead Agency	

Note 1: "Approval" indicates a requirement for a formal vote of the responsible body. "Oversight" indicates that reports and information will be provided to that responsible body by the lead agency and/or Leadership Council committee.