



# Seminole Action Board Update

April 2018

## Purpose:

- Provide update to BCC on continued progress of the Seminole Action Strategy to increase accountability and action to impact and reduce homelessness in Seminole County
- Includes a review of Continuum of Care options

# Background: Seminole County Homelessness

**Concentration Areas of Long Term Homelessness (Shin, 2014)**



- Average annual cost of hospital and medical care for a long term homeless individual in Seminole County = \$20K
- Average annual cost of incarceration for a long term homeless individual in in Seminole County = \$5K

# Background: Seminole Action Board

- **September 2015:** Seminole County Homelessness Task Force convened by Leadership Seminole was created to bring in the perspective of local business leaders to the challenge of reducing homelessness in Seminole County
- **May 2016:** Task Force recommendations:
  - Primary principles to add accountability and action to the efforts to reduce homelessness.
  - Resulted in the creation of the:
    - Seminole Action Board
    - Seminole Action Network Exchange
    - Seminole Action Opportunity Foundation
  - Set Year 1 numeric goals to end homelessness for the most vulnerable:
    - 120 homeless families
    - 50 chronically-homeless individuals

# Background: Results SAB Year 1 (2016-17)



## Year 1 Results - Number Housed:

**142** Families vs. Goal of 120

**117** Chronic Individuals vs. Goal of 50

Despite this success, the process highlighted **several concerns:**

- 1) limited ability to measure the population experiencing homelessness in Seminole County,
- 2) lack of participation by Seminole based organizations
- 3) limited access for Seminole households as part of regional CoC

# Background: SAB Year 1 Recommendations

- Have direct access to all data and research related to homelessness in Seminole County.
- Receive resources directly from funders.
- Increase private and philanthropic support.
- Until housing specifically targeted to homeless households is created in proportion to the need for units, Seminole County will act to enhance the creation of a housing search initiative.
- Pursue in tandem with other efforts to secure resources focused on solutions to homelessness, the maximum amount of resources available from the federal government through McKinney- Vento funding and other federal resources, as well as state and local government and philanthropic resources.

# Current Situation: Central FL CoC

Seminole County currently participates in a regional Continuum of Care (CoC) System that consists of six (6) jurisdictions – Osceola, Orange, and Seminole Counties as well as the cities of Kissimmee, Orlando and Sanford. HUD annually determines the pro rata need for each jurisdiction.

**Seminole County's estimated pro rata need, including Sanford, is approximately \$1.36 Million** of Central Florida CoC's \$7.47 million.

Jurisdiction	2017 Preliminary Pro Rata Need Amount
Kissimmee	\$153,044
Osceola	\$399,066
Orlando	\$1,357,880
Orange	\$4,201,714
<b>Sanford</b>	<b>\$114,545</b>
<b>Seminole</b>	<b>\$1,246,823</b>
<b>Total PPRN</b>	<b>\$7,473,072</b>

Pro Rata Need is a formulary announced by HUD each year that represents population, poverty and pre-1940 housing in a geographic area. In recent years, PRN has been used to calculate the planning and possible bonus grant awards in the annual Notice of Funding Availability competition.

# What is a Continuum of Care?

- The US Department of Housing and Urban Development (HUD) established the CoC Program as a community-wide and strategic planning program of coordinated resources to assist individuals and families experiencing homelessness and provide services needed to help with housing and long-term stability.
- HUD administers an annual competition for funding primarily for housing. The registration process opens in the spring, with the actual Notice of Funding Availability (NOFA) process beginning in May or June.
  - Applications are generally due 60-75 days after the NOFA is released.
  - All Continuums must complete a collaborative application that identifies alignment with system requirements and performance measures and submit project level applications.



# Resources: CoC-Funded Projects in Seminole Co.

- Seminole County Community Services Department receives **\$479,291** to provide Permanent Supportive Housing (PSH) and supportive services for 46 chronically homeless households.
- Community Based Care of Central Florida (CBC) receives **\$91,374** to provide PSH for 5 households.

(above resources are assured to move with CoC)

- Other CoC funding is bundled in case management, rental assistance and leasing with other regional providers. This as well as other factors make tracking of households and funding by county difficult and uncertain.

# Data: Access to County HMIS Data

- The Homeless Management Information System for the Central FL CoC is a regional system with limited ability to extract data for geographic sub-populations.
- Seminole (SAB & Staff) has struggled to obtain HMIS data specific to Seminole County needed to determine local policy and investment regarding homelessness issues.
- SAB has requested pertinent information since 2016 to obtain meaningful Seminole County specific data on homeless populations, the number housed, etc.
- Regional housing placement and performance data is not being regularly reported to jurisdictional leaders and stakeholders.

# Piccolo Report and Research

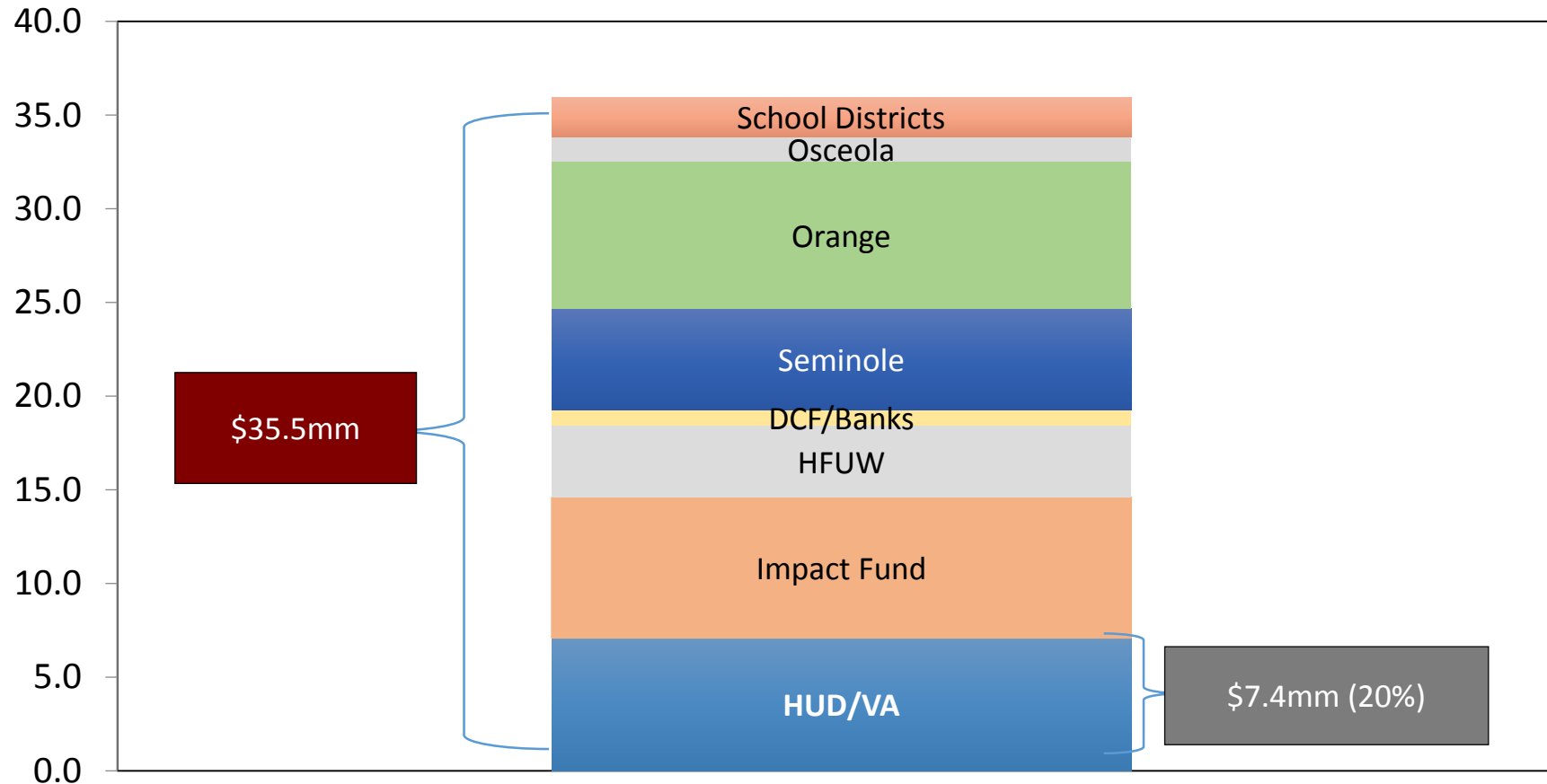
- In 2016, the Central Florida Commission on Homelessness (CFCH) contracted Dr. Ron Piccolo to recommend a Governance Structure among Lead Agencies Addressing Homelessness in Central Florida referred herein as the “Piccolo Report”.

The report highlighted:

- The need for leveraging jurisdictional and essential community leadership
- Continuum of Care funding represents only about 20% of regional resources being used to address homelessness.

# Piccolo Report and Research

The report indicated Seminole County is spending approximately \$5 million dollars to address homelessness.



The graph above estimates the total (\$35.5 million) and relative value of essential public money available by each entity to address homelessness. This is likely a conservative estimate of available funding given that the study from which this chart was generated did not fully capture private funding in support of homelessness. (Governance Report, Piccolo)

# Piccolo Research Recommendations- Seminole County Response to Research

## Additional Recommendations:

- **Central role of jurisdictional and essential community leadership** to set regional (local) priorities and oversee discretionary Federal funding
- **Manage HUD and other sources of funding** as part of broad effort to blend local funding for homelessness with related concerns (e.g., education, mental health, criminal justice, career development, etc.)
- **Establish a dedicated fundraising agent** in support of the region's (local) system of care

# Piccolo Research Recommendations- Seminole County Response to Research

[MetroPlan Orlando](#) provides a sound model for governance of a complex regional concern that utilizes a Board (regional authority):

- (1) composed of elected and high-level jurisdictional leaders, subject matter experts, and related stakeholders,
- (2) that is directly responsible for long- and short-term strategic priority setting,
- (3) that has oversight of Federal and local funding,
- (4) informed by subcommittees that provide subject matter expertise
- (5) that insures compliance with a complex Federal agency

# Piccolo Research Recommendations- Seminole County Response to Research

In May 2015, HUD reaffirmed a central tenet in the [HEARTH Act](#), which charged CoCs with “designing a local ‘system’ to assist sheltered and unsheltered people experiencing homeless and providing the services necessary to help them access housing and long-term stability” (HUD, May 2015: p. 1). A critical aspect of this Act is viewing homeless response as a “coordinated system of assistance options”, and ultimately measuring performance at the system-, rather than program-, level of analysis.

# Piccolo Research Recommendations- Seminole County Response to Research

## **Essential functions of a robust and efficient system of care:**

- Strategic, Long-term, Regional Planning
- Short-term Priority Setting
- System Oversight, Development of Community Scorecard, Accounting, Monitoring
- Grant Application & Administration
- Management of HMIS and Coordinated Entry
- Program Oversight
- Public Relations, Marketing
- Advocacy, Public Policy
- Community Engagement, Outreach
- Fundraising



# Continuum of Care Options for Seminole County

- In light of Central FL CoC decision not to implement Seminole County jurisdictionally based governance for the regional CoC proposed in the Piccolo report and forwarded by Seminole County, Seminole continues to experience challenges with measuring overall progress of local homelessness initiatives and accountability for jurisdictional leaders in a regional Continuum. These continuing challenges lead to SAB discussions of other options including a Seminole CoC.
- County Attorney Office has been examining and evaluating federal CoC regulations and policy over the past year.
- In February 2018, SAB created a Due Diligence Committee to further explore CoC options.
- The Due Diligence Committee met 5 times with staff reviewing structure and staffing of a potential Seminole County CoC while discussing benefits, challenges and timing. The committee was made aware of research conducted by county personnel since early 2017.

# Continuum of Care Options for Seminole County

- Regional Central Florida CoC
  - Remain in the Central Florida Continuum of Care (FL-507)
  - Continue to work with lead agency and CoC Board to address issues related to access to data, resource allocation and performance.
- Seminole County CoC
  - Establish a Seminole County CoC through HUD and create an Office of Homeless Solutions as part of the Community Services Department to serve as the lead agency of the CoC.
  - Apply directly to HUD for homeless assistance resources.
  - Maintain all data regarding individuals and families experiencing homelessness in Seminole County.

# Regional Central Florida CoC: Pros & Cons

- **Pros**

- HSN has worked to improve management of the Central FL CoC
- Region has been responsive to HUD priorities.
- HUD favors regional approach
- SAB has helped increase focus in Central Florida CoC on outcomes and action
- Seminole innovative initiatives are being adopted regionally

- **Cons**

- No direct connection to jurisdictional priorities and outcomes
- Large region with six jurisdictions creates many differing priorities and a need for a higher level of coordination
- Many Seminole providers are not participating in the regional CoC
- Regional Coordinated Entry System has limited housing matches for Seminole households
- Limited availability of data to track progress in reducing homelessness and resources benefitting Seminole households
- Current lead agency is challenged by dual roles of serving as both the administrative facilitator of funding as well as providing direct services. (Pass-through and provider)

# CoC Option: Seminole County CoC

- If BCC approves now (April 2018):
  - Seminole could apply for CoC funds in the 2018 NOFA and would continue as part of the Central Florida CoC for the **next year** until receipt of **2019-2020 funding (Spring 2019)**.
- If BCC approves after 2018 NOFA application period:
  - Seminole can apply for CoC funds in 2019, Seminole would continue as part of the Central Florida CoC for the next **two years** until receipt of **2020-2021 funding (spring 2020)**.

# Regional Commitment

Seminole County would continue to participate in all aspects of regional planning, including the Central Florida Commission on Homelessness, Central Florida Foundation, Community Resource Network and other regional partners and service providers .

# Benefits

- Seminole County jurisdictional leadership and stakeholders creating policy and making decisions related to county priorities.
- Direct access to and management of Seminole County homeless data.
- Direct coordination of intake and access to services.
- Enhanced knowledge, investment and coordination of resources.
- Integration of federal funding with local resources to create collective impact.
- Potential growth in funding

# Challenges

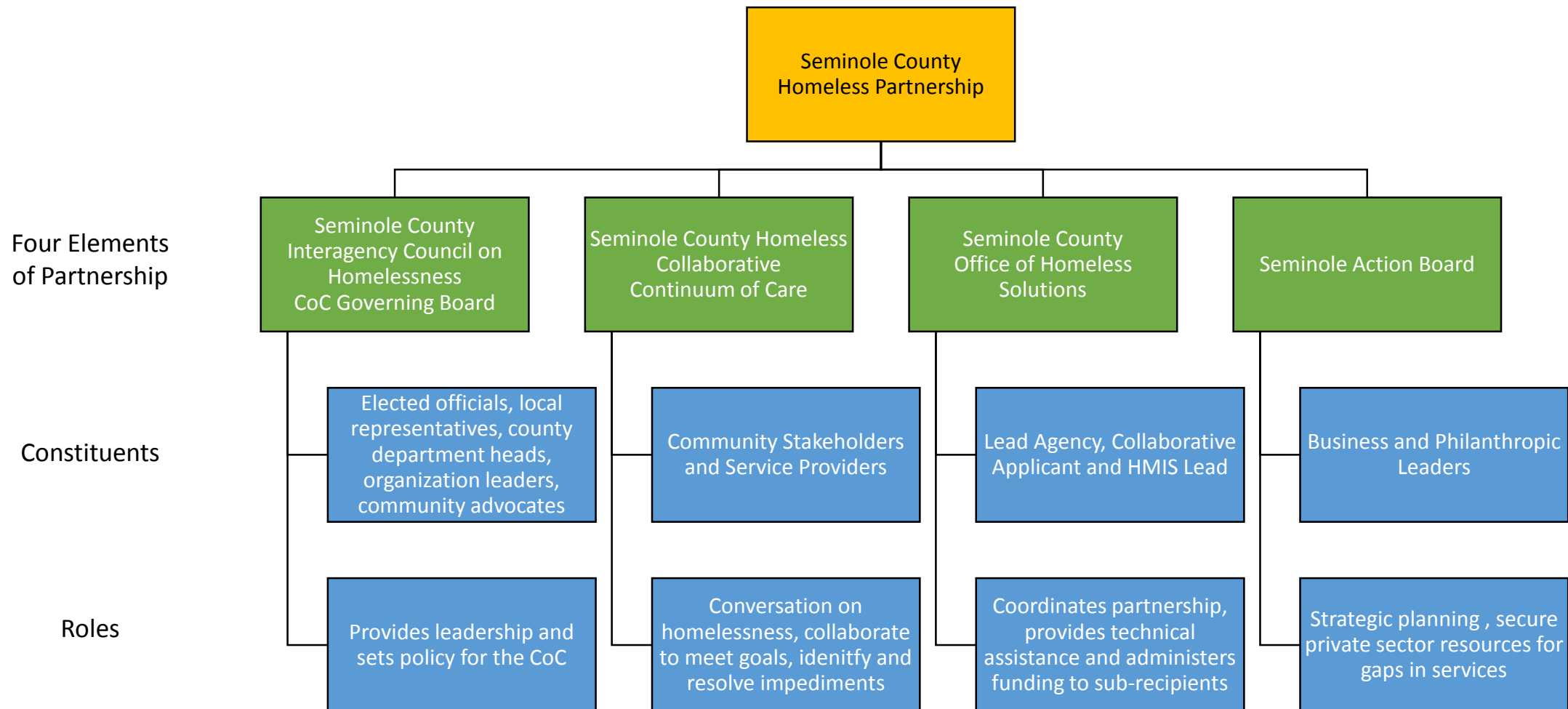
- Effectively completing HUD process to be recognized as a Continuum of Care in time for 2018 funding cycle
- Increasing service provider CoC participation and capacity
- Perceived weakening of regional partnerships
- Regional Providers would have to participate in two HMIS/CES systems
- Regional providers have funding that serves Seminole, Orange and Osceola households making division of grants more complicated
- Potential loss of funding in annual HUD CoC NOFA process
- Effective coordination between stakeholders – Sanford, SCPS, Providers

# Unknowns

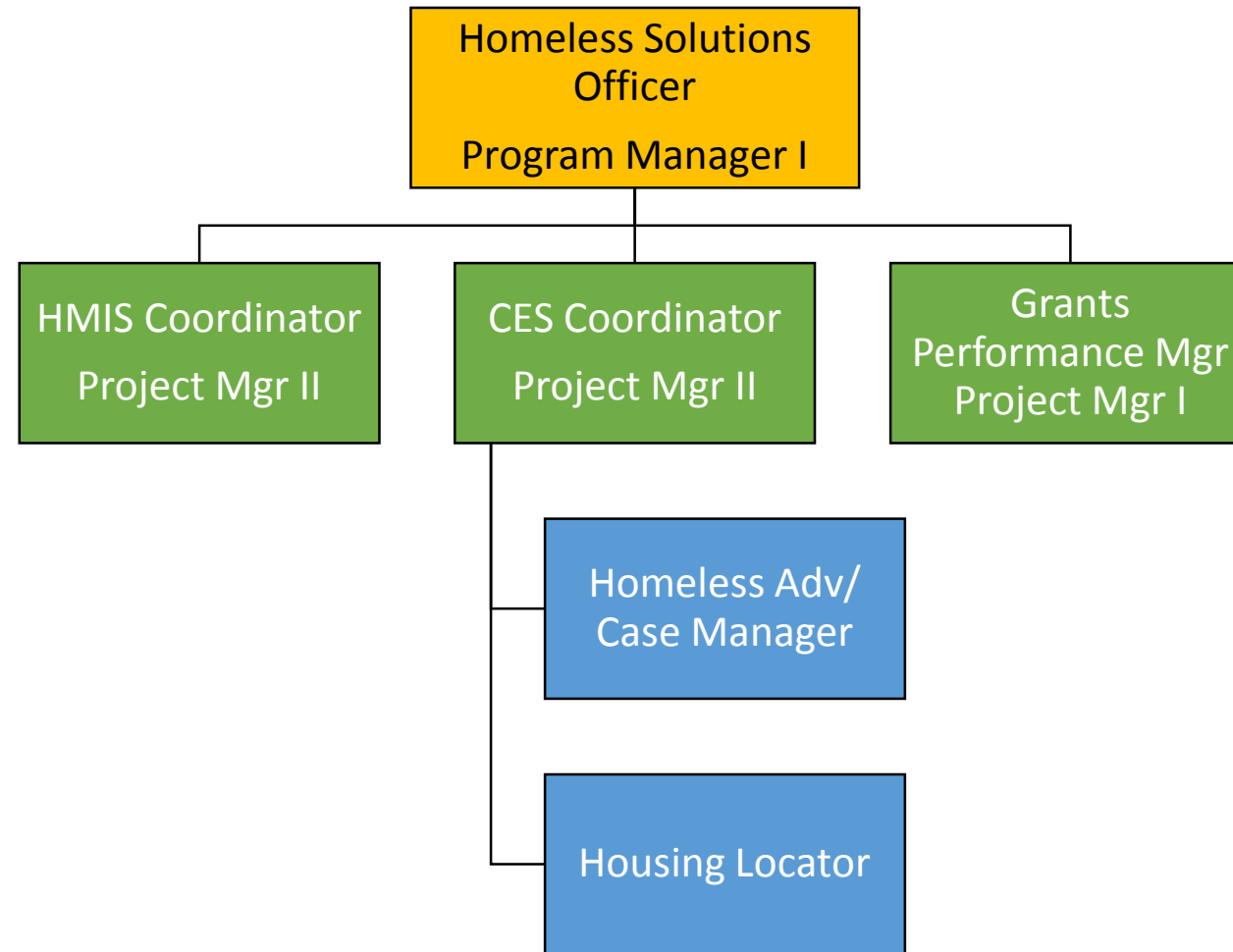
- Amount of Funding Seminole CoC will receive apart from annual renewals of \$570,665.
- How current CoC resources would be divided between Central Florida and Seminole CoCs. (Purportedly, HSN expended \$1.6 million, as yet unverified by SAB Dashboard group. That number, for now, will serve as Seminole request from HUD for 1<sup>st</sup> year application.)
- If any households would need to shift between service providers.



# Proposed Seminole County CoC Structure



# Office of Homeless Solutions (Community Services Dept.)



# If Formation of Seminole CoC...

Office of Homeless Solutions	New/Existing	Total Cost	Existing Costs	Additional Cost
Homeless Solutions Officer	Existing/ Reclassified	\$85,303	\$85,303	
HMIS Coordinator	New	\$70,075		\$70,075
CES Coordinator	Existing/ Reclassified	\$63,705	\$63,705	
Grants Perf. Mgr.	Existing/ Reclassified	\$53,979	\$53,979	
Homeless Advocate	Existing/ Reclassified	\$46,535	\$46,535	
Housing Locator	New/ Reclassified/Reallocation	\$53,979	\$53,979	
HMIS Software and User Fees		\$30,000	\$8,500	\$21,500
One Time HMIS Set Up Costs		\$40,000		\$40,000
Capacity Building /Training for Providers		\$16,408		\$16,408
		\$459,984	\$312,001	\$147,983
New Sources of Funding identified for CoC Infrastructure				
Florida State Office of Homelessness (2016-17 Award reflected)				\$107,142
CoC Planning Grant (3% Pro Rata Need)				\$40,841
				\$147,983

# Resources to Support Solutions to Homelessness

- Continuum of Care  
(including Planning and Administration funds)
- Community Development Block Grants (CDBG)
- Community Service Block Grants (CSBG)
- Emergency Solutions Grants (ESG)
- State Housing Initiative Partnership (SHIP)
- State Office of Homelessness Grants
- HOME Investment Partnership
- Seminole Action Opportunity Foundation
- County General Funds
- Philanthropic Activities

# Implementation Timeline for BCC Decision prior to HUD CoC 2018 Registration

- |   |               |
|---|---------------|
| • Due Diligence produces report and presentation to SAB Board | March 9, 2018 |
| • Presentation to BCC   | TBD           |
| • CoC Board Forms and Adopts Charter                          | Spring 2018   |
| • HUD Process/Division of CoC Resources                       | Spring 2018   |
| • HMIS Purchase and Set Up                                    | Spring 2018   |
| • NOFA Application  | Summer 2018   |
| • OHS Staff Hired, beginning                                  | June 2018     |
| • Grant Agreements with HUD Executed                          | Spring 2019   |
| • Coordinated Entry System Begins                             | May 2019      |
| • Seminole CoC members begin providing services               | July 2019     |
| • Conduct independent Point in Time Count                     | January 2020  |

# Next Steps

July 2018

# HUD Requirements to Register as a CoC

- A formal vote by the stakeholders of the CoC
- Notification to the existing CoC
- A governance charter documenting the governance structure of the CoC
- An operating HMIS (Homeless Management Information System)
- Evidence of effort to establish a coordinated entry

# Apply for NOFA

- Notice of Funding Availability generally opens late Summer and closes in the Fall.
- Rather lengthy application.
- Lead Agency would be in charge of completing and submitting the NOFA.