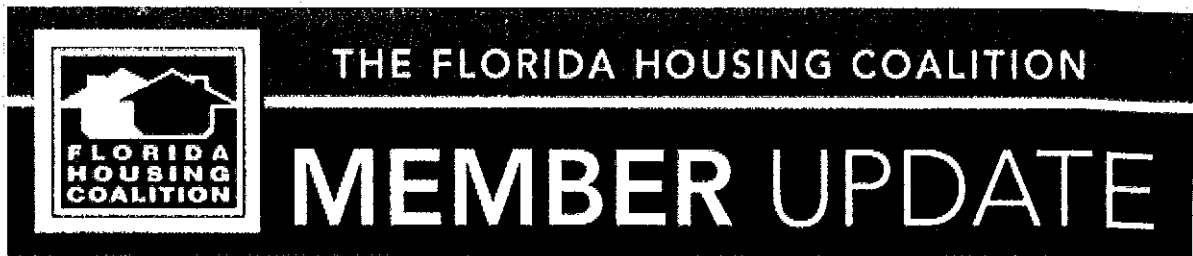



## Bridgett McCormick


**From:** Florida Housing Coalition <info=flhousing.org@mail82.us2.mcsv.net> on behalf of Florida Housing Coalition <info@flhousing.org>  
**Sent:** Friday, January 17, 2014 1:15 PM  
**To:** Bridgett McCormick  
**Subject:** News you can use! FHFC Strategic Planning; Legislative Presentation; RFP- Housing Chronic Homeless; RFA- Sail Funding; 2014 SHIP Income Limits


Stay up to date on the Florida Housing Coalition's latest news with our Member Update.

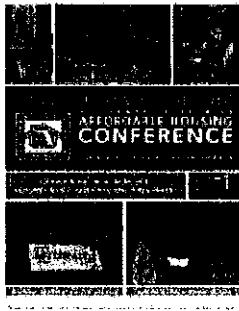
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### Save the Date

MARK YOUR CALENDAR -  
27th Annual Affordable  
Housing Conference  
September 7-10,  
2014 Hilton Orlando

### FHFC Strategic Planning Session

The Florida Housing Finance Corporation (FHFC) will be updating its **Strategic Plan** to help guide the Corporation's future priorities and programs. The Board Retreat and Education Session is scheduled for **Thursday, January 30, 2014**, in St. Augustine. The public is invited to attend and provide comments to the Board. For more information or to provide written comments, please click the following link:  
<http://www.floridahousing.org/AboutUs/StrategicPlan/>.

### Legislative Presentation

FHFC presented an update on implementation of **2013 resources and new allocation system** to the Florida Legislature. To view the full presentation, [click here](#).

**FHFC issues RFP for housing individuals who are chronically**

## **homeless**

FHFC was appropriated \$10 million by the 2012 Legislature to finance the development of affordable, sustainable and permanent housing for special needs and extremely low income households. FHFC issued a Request for Proposals (RFP) to distribute the funds. To view the complete RFP and the online application for funding, [click here](#). Applications will be accepted until Friday, February 14, 2014 at 11 a.m. EST, and shall be delivered to Ken Reecy, Florida Housing Finance Corporation, 227 North Bronough Street, Suite 5000, Tallahassee, Florida 32301-1329. For questions or additional information, please contact Ken Reecy at [Ken.Reecy@floridahousing.org](mailto:Ken.Reecy@floridahousing.org).

## **FHFC issues RFA for SAIL funds**

FHFC expects to award an estimated \$32.5 million in State Apartment Incentive Loan (SAIL) funds under this RFA for Elderly and Family demographic categories:

- \$22.5 million for Elderly Demographic Developments
- \$10 million for Family Demographic Developments. 10% of the total units in these developments must be set aside for persons with Developmental Disabilities, and the development must enter into an agreement with an agency that administers or provides supportive services to persons with Developmental Disabilities.

The \$32.5 million in SAIL funds will also be divided among Large, Medium, and Small Counties, based on the most recent statewide low-income rental housing market studies. Applicants must also apply for Tax-Exempt Bond Financing and Non-Competitive Housing Credits.

To view the RFA and related documents, [click here](#).

## **2014 SHIP Income Limits Now Posted**

The **SHIP Income and rent limits** for 2014 are now posted. To view the 2014 SHIP income limits, [click here](#).

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## **Bridgett McCormick**

---

**From:** edi@homelessofhc.org on behalf of Maria Barcus, CEO Homeless Coalition of Hillsborough County <edi@homelessofhc.org>  
**Sent:** Friday, January 24, 2014 2:33 PM  
**To:** Bridgett McCormick  
**Subject:** THHI Board Approves 2013 CoC Grant Ranking and Rating

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Hi, just a reminder that you're receiving this email because you have expressed an interest in Tampa Hillsborough Homeless Initiative. Don't forget to add lesa@homelessofhc.org to your address book so we'll be sure to land in your inbox!

You may [unsubscribe](#) if you no longer wish to receive our emails.



# **TAMPA HILLSBOROUGH HOMELESS INITIATIVE**

## **THHI Board Approves 2013 Continuum of Care Program Grant Ranking and Rating**

As required by HUD and in accordance with THHI's Tampa / Hillsborough County Continuum of Care - 2013 Continuum of Care Program Competition - Request for Proposals, 12/12/3 and subsequent RFP addendums, THHI is notifying the Tampa/Hillsborough County CoC that on January 21, 2014, our board of directors, serving in the capacity as the Collaborative Applicant and responsible for completion of the CoC Responsibilities, approved the ranking of the applications submitted for the 2013 Continuum of Care Program Grant.

[Click here to read the Tampa / Hillsborough County CoC 2013 CoC Competitive Grant Program Ranking approved.](#)

For more information about the rating and ranking process, please refer to the RFP and Addendums:

[Tampa / Hillsborough County Continuum of Care - 2013 Continuum of Care Program Competition - Request for Proposals](#)

[Addendum 1 to the Tampa / Hillsborough County Continuum Of Care - 2013 Continuum Of Care Program Competition RFP Released 12/12/2013](#)

Addendum 2 to the Tampa / Hillsborough County Continuum Of Care - 2013  
Continuum Of Care Program Competition RFP Released 12/12/2013

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

Children's Board of Hillsborough County

Hillsborough County Housing Finance Authority

Tampa Hillsborough Homeless Initiative | 813-223-6115 | [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) |  
<http://www.homelessofhc.org>  
1414 N Marion Street  
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Homeless Coalition of Hillsborough County | 1414 N Marion Street | Tampa | FL | 33602

## Bridgett McCormick

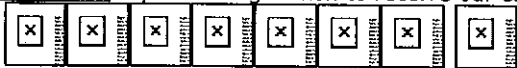
---

**From:** lesa@homelessofhc.org on behalf of Lesa Weikel, Community Relations Manager  
<lesa@homelessofhc.org>  
**Sent:** Friday, January 17, 2014 11:25 AM  
**To:** Bridgett McCormick  
**Subject:** Volunteer for the 2014 Homeless Count

Having trouble viewing this email? [Click here](#)

Hi, just a reminder that you're receiving this email because you have expressed an interest in Tampa Hillsborough Homeless Initiative. Don't forget to add lesa@homelessofhc.org to your address book so we'll be sure to land in your inbox!

You may [unsubscribe](#) if you no longer wish to receive our emails.



T

## TAMPA HILLSBOROUGH HOMELESS INITIATIVE

**COUNTING TO END HOMELESSNESS...  
WILL YOU HELP COUNT?**

**2014 HOMELESS COUNT  
IN HILLSBOROUGH COUNTY**

**THURSDAY, FEBRUARY 27, 2014**

The 2014 Homeless Count in Hillsborough County, which will take place on ***Thursday, February 27, 2014***, is a one-day, statistically reliable, unduplicated count of sheltered and unsheltered homeless individuals and families in the country. It serves to measure the needs of the homeless population in our community as well as provide direction for future development of housing and services.

The Homeless count will be conducted on the streets, locations where homeless individuals can be found, and at service provider locations in every city and unincorporated area in Hillsborough County.

We are seeking volunteers to join others who are committed to ending homelessness

to assist in conducting the count on February 27, 2014.

**Will you help us count?**

If you are interested in taking part in the 2014 Homeless Count, [click here to sign up NOW](#).

If you know someone who may be interested in volunteering for the 2014 Homeless Count, please forward them this email, or have them visit our website at [www.homelessofhc.org](http://www.homelessofhc.org).

**Other Homeless Count Information**

[2014 Homeless Count FAQ](#)

[Count Volunteers Needed Flyer for Posting](#)

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

Children's Board of Hillsborough County

Hillsborough County Housing Finance Authority

Tampa Hillsborough Homeless Initiative | 813-223-6115 | [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) |

<http://www.homelessofhc.org>

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Tampa, FL 33602

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Homeless Coalition of Hillsborough County | 1414 N Marion Street | Tampa | FL | 33602



## Bridgett McCormick

**From:** edi@homelessofhc.org on behalf of Maria Barcus, CEO Homeless Coalition of Hillsborough County <edi@homelessofhc.org>  
**Sent:** Friday, January 24, 2014 2:33 PM  
**To:** Bridgett McCormick  
**Subject:** THHI Board Approves 2013 CoC Grant Ranking and Rating

Having trouble viewing this email? [Click here](#)

Hi, just a reminder that you're receiving this email because you have expressed an interest in Tampa Hillsborough Homeless Initiative. Don't forget to add [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) to your address book so we'll be sure to land in your inbox!

You may [unsubscribe](#) if you no longer wish to receive our emails.



## TAMPA HILLSBOROUGH HOMELESS INITIATIVE

### THHI Board Approves 2013 Continuum of Care Program Grant Ranking and Rating

As required by HUD and in accordance with THHI's Tampa / Hillsborough County Continuum of Care - 2013 Continuum of Care Program Competition - Request for Proposals, 12/12/3 and subsequent RFP addendums, THHI is notifying the Tampa/Hillsborough County CoC that on January 21, 2014, our board of directors, serving in the capacity as the Collaborative Applicant and responsible for completion of the CoC Responsibilities, approved the ranking of the applications submitted for the 2013 Continuum of Care Program Grant.

[Click here to read the Tampa / Hillsborough County CoC 2013 CoC Competitive Grant Program Ranking approved.](#)

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Addendum 2 to the Tampa / Hillsborough County Continuum Of Care - 2013  
Continuum Of Care Program Competition RFP Released 12/12/2013

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Homeless Coalition of Hillsborough County | 1414 N Marion Street | Tampa | FL | 33602

## **Bridgett McCormick**

---

**From:** Calvin Reed <creed@tampatank.com>  
**Sent:** Tuesday, January 28, 2014 9:12 AM  
**To:** Bridgett McCormick  
**Subject:** FW: St. Louis Visit

FYI

Best regards,  
Cal Reed

**From:** Calvin Reed  
**Sent:** Monday, January 20, 2014 10:45 AM  
**To:** 'Michele Phillips'  
**Cc:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org))  
**Subject:** St. Louis Visit

Mayor Buckhorn,  
Last Thursday and Friday, the Hillsborough County/City of Tampa group concluded an enlightening visit to St. Louis to observe and gather information on that City's very successful homeless initiative. Attending were Mike Merrill, Eric Larson, Maria Barcus, David Reed, and myself. We met with Mayor Slay for a welcome and the had extensive and detailed meetings with Bill Siedhoff, Director of Human Services, and Antoinette Tripplett, Manager of the Homeless Services Division and their staffs, including the St. Louis HUD representative and several non-profit providers who are part of their Continuum of Care. Philip Mangano recommended this visit and was correct in stating that we would see what could be done by a truly functional and committed local Government.

Where Hillsborough County has the primary responsibility for Human Services and the homeless, it is clear that we also must have the City of Tampa committed and involved. I am confident that you and your administration share this view. Mike found significant value in the trip, as did Maria and David. Mike has indicated that he will be consulting with you as to a path forward for our City and County.

Mayor Slay told me that he would be seeing you shortly at a Conference of Mayors. I would like to ask you to thank him for the extensive time and effort his staff dedicated to our visit.

Sincerely,  
Cal Reed

## Bridgett McCormick

---

**From:** Calvin Reed <creed@tampatank.com>  
**Sent:** Tuesday, January 28, 2014 9:13 AM  
**To:** Bridgett McCormick  
**Subject:** FW: Visit of V.A. Official

Mayor Buckhorn,  
FYI

Best regards,  
Cal Reed

**From:** Calvin Reed  
**Sent:** Monday, January 27, 2014 8:40 AM  
**To:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org)); 'Michele Phillips'  
**Cc:** 'Guy King'; [dreed@Shepardcap.com](mailto:dreed@Shepardcap.com)  
**Subject:** Visit of V.A. Official

Mayor Buckhorn and Mike Merrill:

Philip Mangano has arranged a visit, on very short notice, of the V.A. official who leads the V.A.'s homeless programs. We expect Philip to be with him. I am attaching background information.

Guy King will lead the Steps Forward coordination of this visit, as I will be out of the country. We will have better information after our 11:30 a.m. conference call today.

I echo Philip's thoughts, seeing this visit as an opportunity to show the V.A. that our community is serious about addressing homelessness, especially amongst veterans. Steps Forward's second unit, Winsome Place, has provided twenty rooms to the V.A. I see two messages we need to press on the V.A. The first is that this population needs 24/7 wrap around services. The V.A.'s 8-5 weekdays is not enough. They have been persuaded to subcontract services in other locations. Secondly, see what financial backing can be obtained as to service commitments and possibly backing of our capital program, with a promise of added units for veterans.

Please see if the two of you, the key community governmental leaders, can find time in your schedules to put over our message.

Thank you,  
Cal

**From:** Philip Mangano [<mailto:philipfmangano@hotmail.com>]  
**Sent:** Saturday, January 25, 2014 7:24 PM  
**To:** Calvin Reed  
**Cc:** [dreed@Shepardcap.com](mailto:dreed@Shepardcap.com); Guy King  
**Subject:** Re: Steps Forward - Winsome - VA Visit

Gentlemen,

In preparation for Vince's visit a couple of recommendations:

1. Think you should have me join you there for his visit both to smooth the way to our agenda items and to follow up with him to ensure we hit the mark and provide continuity and delivery.
2. We should be certain he sits with Mike and hears a clear commitment to support efforts from a jurisdictional leader. Obviously, if we can arrange a similar meeting with the Mayor or have Mayor in same meeting, that would be the political will they have not seen in the past and which has led to reluctance to innovate there.
3. We should decide on a prospective unit number increase you could commit to if the VA gives us what we ask. That number could serve as an inducement for them to do something special in Tampa. Number should be a response to the number of homeless vets there reported to either HUD or VA.

Let's use this visit to establish the credibility of your efforts and align them with the immediate need and the big picture.

Philip

Sent from my iPhone

On Jan 25, 2014, at 8:44 AM, "Philip Mangano" <[philipfmangano@hotmail.com](mailto:philipfmangano@hotmail.com)> wrote:

Cal and Guy,

This morning I received a call from Vince Kane, the VA person who leads their homeless programs. As you know I have pursued his visiting Tampa since I was there. Sequestration and an injury prevented his travel last year.

He called to confirm that he will visit Tampa on Wednesday, January 29. He will inform the VA Director there to be included.

I'd like to suggest that we confer by phone on Monday to strategize the best itinerary for his visit. Our goal is a commitment from VA to provide 7/24 services for all veteran housing created there. And to encourage a deeper investment to end veteran homelessness in Tampa.

I have flexibility on Monday. Let me suggest noon for our call, but am open to a change of time.

Vince is an old friend since my days in DC. Vince is a thoughtful and reflective civil servant who has advanced an aggressive agenda to end veteran homelessness. You will like him.

Philip

Sent from my iPhone

On Jan 20, 2014, at 3:26 PM, "Calvin Reed" <[creed@tampatank.com](mailto:creed@tampatank.com)> wrote:

Philip,

Moving on from the successful visit you set up for St. Louis, I need to get our group organized to receive the VA. You indicated that they might visit on January 28<sup>th</sup>. Since I will be out of town, Guy King will be the key individual in our group to organize for this visit. Would you please confirm the date as soon as possible and provide us with an agenda for the VA. Mike Merrill and Maria Barcus have indicated their participation. Guy can set up Gracepoint, who are the primary provider of services and executing well at Cypress Landing. A visit to Winsome Place, which is well on its way to being filled by the VA, would seem appropriate.

Please give us your guidance and be sure to include Guy on any communication.

Thank you,  
Cal

## **Bridgett McCormick**

---

**From:** Calvin Reed <creed@tampatank.com>  
**Sent:** Tuesday, January 28, 2014 9:53 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Visit of V.A. Official

Hello Bridgett,  
I appreciate your quick answer.

Cal

**From:** Bridgett McCormick [mailto:Bridgett.McCormick@tampagov.net]  
**Sent:** Tuesday, January 28, 2014 9:23 AM  
**To:** Calvin Reed  
**Subject:** RE: Visit of V.A. Official

Good Morning Mr. Reed,  
I will make sure the Mayor sees your message(s).  
Regards,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [mailto:creed@tampatank.com]  
**Sent:** Tuesday, January 28, 2014 9:13 AM  
**To:** Bridgett McCormick  
**Subject:** FW: Visit of V.A. Official

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FYI

Best regards,  
Cal Reed

**From:** Calvin Reed  
**Sent:** Monday, January 27, 2014 8:40 AM  
**To:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org)); 'Michele Phillips'  
**Cc:** 'Guy King'; [dreed@Shepardcap.com](mailto:dreed@Shepardcap.com)  
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Thank you,  
Cal

## Bridgett McCormick

---

**From:** Calvin Reed <creed@tampatank.com>  
**Sent:** Tuesday, January 28, 2014 2:28 PM  
**To:** Bridgett McCormick  
**Subject:** FW: Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

Mayor Buckhorn,  
FYI

Regards,  
Cal

**From:** Maria Barcus [mailto:maria@homelessofhc.org]  
**Sent:** Tuesday, January 28, 2014 9:46 AM  
**To:** Guy King; MerrillM@HillsboroughCounty.ORG; michele.phillips@tampagov.net; Calvin Reed; dreed@shepard.com; rslec@gracepointwellness.org; barnold@ddadevelopment.com; Kami.Corbett@lennar.com; philipmangano@hotmail.com; jrutherford@gracepointwellness.org; john@delavergne.com; jschilling@ddadevelopment.com; TLeiweke@tampabaytimesforum.com; larsone@hillsboroughcounty.org; Harry.mccurdy@va.gov  
**Cc:** lsmith@mhcinc.org  
**Subject:** RE: Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

For your information and in anticipation of tomorrow's discussion, we were able to formulate a way of accurately tracking Veterans housed in the last quarter of 2013, working closely with Harry McCurdy at the VA. During that quarter 72 Veterans were housed, 31 of whom were chronically homeless, compared to the goal of housing 90 veterans, 45 of whom are chronically homeless, established in advance. Currently, there is no waiting list for Vash vouchers, so any chronically homeless Veteran identified is given a voucher. Any Veteran in need of permanent supportive housing, whether or not they qualify as chronic, is also likely to receive a voucher.

Since beginning to track Veterans, for the nine months beginning in April, 250 Veterans were Housed, including 110 (42%) who were chronically homeless. That number exceeds the 170 individuals with military service identified in the 2013 Count.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

---

**From:** Guy King [mailto:gking@mewilson.com]  
**Sent:** Monday, January 27, 2014 4:58 PM  
**To:** MerrillM@HillsboroughCounty.ORG; michele.phillips@tampagov.net; creed@tampatank.com; David H. Reed

(dreed@shepardcap.com) (dreed@shepard.com); Maria Barcus; Bob Sleczkowski (rslecz@gracepointwellness.org); Bowen Arnold (barnold@ddadevelopment.com); Kami Corbett (Kami.Corbett@lennar.com); Philip Mangano (philipmangano@hotmail.com); Joe Rutherford (jrutherford@gracepointwellness.org); john@delavergne.com; John Schilling (jschilling@ddadevelopment.com); Tod Leiweke (TLeiweke@tampabaytimesforum.com); larsone@hillsboroughcounty.org; Harry.mccurdy@va.gov

**Cc:** Laura Borderieux-Smith (lsmith@mhcinc.org)

**Subject:** Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

Please review the following schedule and let me know if you can join us for all or part of our exciting schedule.

8:30am Initial Discussion at Guy King's office, M.E. Wilson Co. at **300 W. Platt St**, park in the rear

10:00am Step Forward's first project, **Cypress Landing 11740 N. 15<sup>th</sup> St Tampa**, Meet with Gracepoint's services team

10:45am Visit our near-finished **Project #2, Winsome**, for the chronically homeless vets. **4299 Sewaha St. Tampa**.

Services by the VA

11:30am Summary Discussion and Lunch with our jurisdictional leaders at **Gracepoint's remodeled Drew Park facility for Vets, 4403 MLK,Jr Blvd Tampa**

12:30pm Adjourn ( this facility is next to Tampa International Airport )

We are pleased to have Mr. Mangano and Director Kane for half a day and hope Mayor Buckhorn and County Administrator Merrill can join us at some point despite the short notice.

Best Regards, Guy



**Guy King III**

President

300 W. Platt Street | Tampa, FL 33606

Voice: 813.229.8021 | Fax: 813.229.2795

gking@mewilson.com

**Risk Management, Insurance & Benefits**

*Knowledge is the Best Insurance*

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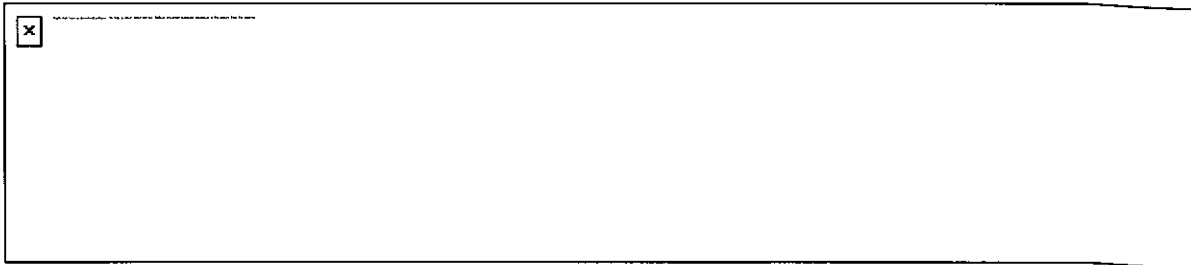
## Bridgett McCormick

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**From:** Florida Housing Coalition <info=flhousing.org@mail31.wdc03.rsgsv.net> on behalf of Florida Housing Coalition <info@flhousing.org>  
**Sent:** Friday, January 31, 2014 11:13 AM  
**To:** Bridgett McCormick  
**Subject:** In case you missed it, FHFC posts Q&As for SAIL RFA and Homeless Persons RFA; VA announces SSVF NOFA Workshop Schedule

Stay up to date on all of the Florida Housing Coalition's latest news with the FHC Member Update.

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### **FHFC posts SAIL RFA Q&A and Updated Timeline**

FHFC posted the Questions and Answers for the SAIL RFA 2014-103. The Q&A includes corrections to the online Pro Forma (see Questions 7 and 23). To view the Q&A, [click here](#).

In addition, an updated tentative 2013 – 2014 funding timeline was posted. To view the timeline, [click here](#).

### **FHFC posted additional Q&A for Housing for Homeless Persons RFA 2014-101**

FHFC recently posted additional Questions and Answers regarding RFA 2014-101 Financing To Build Permanent Supportive Housing For Homeless Persons and Families. See the additional Q&A [here](#).

**Note:** The Q&A process for RFA 2014-101 has concluded and no further Q&As will be issued regarding RFA 2014-101.

## VA announces SSVF NOFA Workshop Schedule

The U.S. Department of Veterans Affairs recently announced that \$600 million has been made available to community agencies to assist very-low income Veterans and families facing homelessness. These funds are offered through the Supportive Services for Veteran Families (SSVF) program, a homeless-prevention and rapid re-housing program.

VA is sponsoring free workshops to review the grant application for community organizations interested in applying for funds under this program. The Florida workshop will be held Friday, February 7, 2014, in Orlando, from 9 a.m. until 12 p.m, at the Orlando VA Medical Center, 2500 S. Lakemont Avenue, Lakemont Campus, Room 204.

Applications to apply for the funds under the SSVF Program are available on the VA Web site at [www.va.gov/homeless/ssvf.asp](http://www.va.gov/homeless/ssvf.asp).

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## Bridgett McCormick

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**From:** Lesa <Lesa@homelessofhc.org> on behalf of Maria Barcus <maria@homelessofhc.org>  
**Sent:** Monday, February 03, 2014 12:51 PM  
**To:** Bob Buckhorn  
**Cc:** Bridgett McCormick  
**Subject:** Please Join Us for "Counting to End Homelessness"

Dear Mayor Buckhorn,

As a community leader with a critical role in helping end homelessness in the City of Tampa and Hillsborough County, I want to take this opportunity to personally invite you to participate in "Counting to End Homelessness" the 2014 Homeless Count in Hillsborough County which will take place on Thursday, February 27, 2014 between 4 a.m. and 11 p.m.

Most often you hear about homeless people and their needs through third party sources – myself and leaders from homeless service providers, national experts, and concerned citizens. By participating in the homeless count, you will have the opportunity to learn firsthand about homelessness directly from homeless people as well as help us gather valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness. This year's count numbers will be used as the baseline going forward in measuring the community's success in getting people off the streets and into permanent housing.

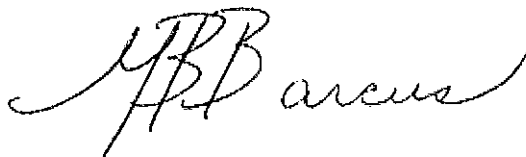
On the day of the Homeless Count, hundreds of volunteers will canvass the county visiting wooded areas, parking lots, meal locations, shelters and other places homeless people are known to frequent to count and survey homeless people. This year will also include a focus on veterans and unaccompanied homeless youth ages 16 to 24 as both these groups have been identified as key target groups in the community's efforts to reduce and end homelessness.

If you would like to take advantage of this opportunity to participate in the 2014 Homeless Count in Hillsborough County, please contact Lesa Weikel at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org) or (813) 223-6115, ext. 45. She will work with you to coordinate when and where you would like to volunteer on February 27, as well as provide you with the link to the required training video once it is available. She can also answer any questions you may have about the count.

To ensure the most beneficial volunteer experience, we would recommend that you consider volunteering during the early morning, between 4 a.m. and 8 a.m., lunchtime (between 11 a.m. and 1 p.m.) or after 8 p.m. As part of our effort to highlight the partnership and support between local elected officials and THHI to end homelessness, we will make the media aware of when you will be volunteering. Historically though, the majority of media coverage on the day of the count takes place in the early morning hours.

Thank you for considering this opportunity and I hope you will be able to be part of this critical effort.

Respectfully,

A handwritten signature in cursive script that reads "MPB Barcus". The signature is written in black ink and is positioned above the printed name of the sender.

Maria P. Barcus

CEO

Tampa Hillsborough Homeless Initiative

Lesa Weikel

Tampa Hillsborough Homeless Initiative

Community Relations Manager

O: 813-223-6115, ext. 45

F: 813-223-6178

E: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

## **Bridgett McCormick**

---

**From:** Lesa <Lesa@homelessofhc.org>  
**Sent:** Tuesday, February 04, 2014 3:20 PM  
**To:** Bridgett McCormick  
**Subject:** Homeless Count - possible press conference

Hi Bridgett,

I left a message for you earlier today, and understand you busy you are. However I thought I would follow up with an email.

I wanted to find out if Mayor Buckhorn anticipates being able to participate in the upcoming homeless count. I understand that the invitation was just received yesterday, however we are looking to hold a press conference this Thursday afternoon at 3:30 p.m. to put out a call for volunteers as we have only one-fifth of the number of volunteers needed signed up.

We have been thinking of ways to motivate people to sign up to volunteer for the count, and one thought was if elected officials who were able to volunteer for the count would be able to be part of the press conference, this might go a long way in getting other members of the community to sign up to volunteer. We wanted to give Mayor Buckhorn the first opportunity as a city leader to emphasize the importance of the homeless count to ending homelessness. Commissioner Murman from Hillsborough County will be participating in the press conference as the county leader representative.

Again, we do understand that this is short notice. If you could let me know if this is something the Mayor would be interested and able to do, please let me know.

Thank you for your help and time

Lesla Weikel  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesla@homelessofhc.org](mailto:Lesla@homelessofhc.org)



## Bridgett McCormick

---

**From:** Lesa <Lesa@homelessofhc.org> on behalf of Maria Barcus <maria@homelessofhc.org>  
**Sent:** Tuesday, February 04, 2014 4:27 PM  
**To:** gking@mewilson.com; MerrillM@hillsboroughcounty.org;  
SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org;  
HugginsJ@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas  
Snelling; RoseMary Soto; tleiweke@tampabaylightning.com;  
slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com;  
Marita@mckibbon.com; jclark@eckerdfamilyfoundation.org;  
JShimberg@tampabaytimesforum.com; sodria@tampabaytimesforum.com;  
eivery@uwtb.org; efeliz@uwtb.org; grace.posada@sdhc.k12.fl.us;  
mmurphy@thespring.org; jeromer@thaf1.com; marylynnu@dacco.org  
**Cc:** Lesa@homelessofhc.org  
**Subject:** THHI Press Conference and Homeless Count

Good Afternoon Everyone,

This Thursday, February 6 at 3:30 p.m. THHI will be holding a press conference to speak briefly about our reorganization, share 2 recent key actions (CoC reallocation and coordinated intake and assessment), and put out a call for volunteers for the count. The press conference will be held at the Tampa Bay Times Forum behind the Team Store near the McDonalds Ticket Counter/Premium Entrance. We would love to have as many board members as possible to be present. I will be providing the board with a summary of the talking points tomorrow.

As we all expressed during our last board meeting, this year's homeless count is a critical piece in our efforts to reduce and end homelessness in the City of Tampa and Hillsborough County. In order to ensure the most accurate count possible, hundreds of volunteers are needed to canvass the county on Thursday, February 27 between 4 a.m. and 11 p.m. As of today, we have only one-fifth of the volunteers we need to ensure a successful count. While the other items will be mentioned, the key purpose of the press conference is to motivate others in the community to step up and volunteer for the count. The key message is that the homeless count provides valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness.

As part of our message, we are working to coordinate some speakers that can motivate members of the community to volunteer – leaders to whom people will respond. At this time, the plan for the press conference is to include, in addition to myself,

- Commissioner Murman who has graciously agreed to speak during the press conference about why she feels the count is a critical piece in the process to reduce and end homelessness in Hillsborough County and why she is taking time to volunteer for the count.
- We have a request out to Mayor Buckhorn to see if he is 1) able to volunteer for the count and 2) participate in the press conference
- We are also working on getting a member of the faith community to speak about why they are helping with the count, and encourage other faith groups to do the same.

During the press conference, we would like to be able to publicly announce a high percentage of participation by our board members as a 'message' to the community that this is a priority effort and to encourage other community leaders to not only volunteer themselves, but to also encourage the people they know to volunteer their time for the count.

On the day of the Homeless Count, volunteers will canvass the county visiting wooded areas, parking lots, meal locations, shelters and other places homeless people are known to frequent to count and survey homeless people. This year will also include a focus on veterans and unaccompanied homeless youth ages 16 to 24 as both these groups have been identified as key target groups in the community's efforts to reduce and end homelessness. Volunteer shifts are typically 4 hours beginning at 4 a.m., however we can arrange a shift length and time that works best for you.

If you are planning on volunteering for the homeless count on February 27, can you please let Lesa Weikel know as soon as possible so we can make this announcement at the press conference? Lesa can be reached at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org) or (813) 223-6115, ext. 45. She will also work with you to coordinate when and where you would like to volunteer on February 27, as well as provide you with the link to the required training video once it is available. She can also answer any questions you may have about the count.

If you have any questions about the press conference or the count, please do not hesitate to contact me.

Respectfully,

Maria P. Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

## Bridgett McCormick

---

**From:** Thomas Snelling  
**Sent:** Tuesday, February 04, 2014 4:45 PM  
**To:** Maria Barcus  
**Cc:** Bridgett McCormick; Bob McDonough; RoseMary Soto  
**Subject:** RE: THHI Press Conference and Homeless Count

Maria,

I will certainly be there representing Mayor Buckhorn. I will pass this request on to the Mayor and his assistant. Unfortunately, it is very short notice for his attendance. I will also assist with the count and encourage others to do the same.

Thom

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**From:** Lesa [<mailto:Lesa@homelessofhc.org>] **On Behalf Of** Maria Barcus  
**Sent:** Tuesday, February 04, 2014 4:27 PM  
**To:** [gking@mewilson.com](mailto:gking@mewilson.com); [MerrillM@hillsboroughcounty.org](mailto:MerrillM@hillsboroughcounty.org); [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [murmans@hillsboroughcounty.org](mailto:murmans@hillsboroughcounty.org); [HugginsJ@hillsboroughcounty.org](mailto:HugginsJ@hillsboroughcounty.org); Bob Buckhorn; Bridgett McCormick; Thomas Snelling; RoseMary Soto; [tleiweke@tampabaylightning.com](mailto:tleiweke@tampabaylightning.com); [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [dreed@shepardcap.com](mailto:dreed@shepardcap.com); [johnm@mckibbon.com](mailto:johnm@mckibbon.com); [Marita@mckibbon.com](mailto:Marita@mckibbon.com); [jclark@eckerdfamilyfoundation.org](mailto:jclark@eckerdfamilyfoundation.org); [JShimberg@tampabaytimesforum.com](mailto:JShimberg@tampabaytimesforum.com); [sodria@tampabaytimesforum.com](mailto:sodria@tampabaytimesforum.com); [eivery@uwtb.org](mailto:eivery@uwtb.org); [efeliz@uwtb.org](mailto:efeliz@uwtb.org); [grace.posada@sdhc.k12.fl.us](mailto:grace.posada@sdhc.k12.fl.us); [mmurphy@thespring.org](mailto:mmurphy@thespring.org); [jeromer@thaf1.com](mailto:jeromer@thaf1.com); [marylynnu@dacco.org](mailto:marylynnu@dacco.org)  
**Cc:** [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)  
**Subject:** THHI Press Conference and Homeless Count

Good Afternoon Everyone,

This Thursday, February 6 at 3:30 p.m. THHI will be holding a press conference to speak briefly about our reorganization, share 2 recent key actions (CoC reallocation and coordinated intake and assessment), and put out a call for volunteers for the count. The press conference will be held at the Tampa Bay Times Forum behind the Team Store near the McDonalds Ticket Counter/Premium Entrance. We would love to have as many board members as possible to be present. I will be providing the board with a summary of the talking points tomorrow.

As we all expressed during our last board meeting, this year's homeless count is a critical piece in our efforts to reduce and end homelessness in the City of Tampa and Hillsborough County. In order to ensure the most accurate count possible, hundreds of volunteers are needed to canvass the county on Thursday, February 27 between 4 a.m. and 11 p.m. As of today, we have only one-fifth of the volunteers we need to ensure a successful count. While the other items will be mentioned, the key purpose of the press conference is to motivate others in the community to step up and volunteer for the count. The key message is that the homeless count provides valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness.

As part of our message, we are working to coordinate some speakers that can motivate members of the community to volunteer – leaders to whom people will respond. At this time, the plan for the press conference is to include, in addition to myself,

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- We have a request out to Mayor Buckhorn to see if he is 1) able to volunteer for the count and 2) participate in the press conference

- We are also working on getting a member of the faith community to speak about why they are helping with the count, and encourage other faith groups to do the same.

During the press conference, we would like to be able to publicly announce a high percentage of participation by our board members as a 'message' to the community that this is a priority effort and to encourage other community leaders to not only volunteer themselves, but to also encourage the people they know to volunteer their time for the count.

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If you are planning on volunteering for the homeless count on February 27, can you please let Lesa Weikel know as soon as possible so we can make this announcement at the press conference? Lesa can be reached at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org) or (813) 223-6115, ext. 45. She will also work with you to coordinate when and where you would like to volunteer on February 27, as well as provide you with the link to the required training video once it is available. She can also answer any questions you may have about the count.

If you have any questions about the press conference or the count, please do not hesitate to contact me.

Respectfully,

Maria P. Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

## **Bridgett McCormick**

---

**From:** Lesa <Lesa@homelessofhc.org> on behalf of Maria Barcus <maria@homelessofhc.org>  
**Sent:** Wednesday, February 05, 2014 3:08 PM  
**To:** gking@mewilson.com; MerrillM@hillsboroughcounty.org;  
SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org;  
HugginsJ@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas  
Snelling; RoseMary Soto; tleiweke@tampabaylightning.com;  
slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com;  
Marita@mckibbon.com; jclark@eckerdfamilyfoundation.org;  
JShimberg@tampabaytimesforum.com; sodria@tampabaytimesforum.com;  
eivery@uwtb.org; efeliz@uwtb.org; grace.posada@sdhc.k12.fl.us;  
mmurphy@thespring.org; jeromer@thafl.com; marylynnu@dacco.org  
**Cc:** Lesa@homelessofhc.org  
**Subject:** THHI Press Conference Update  
**Attachments:** talking points - 020514.docx; THHI -Press Conference Schedule - 020614.doc; 2014  
Count Volunteers Needed - Final.pdf

Good Afternoon Everyone,

As you know our press conference is tomorrow at 3:30 p.m. at the Tampa Bay Times Forum. We will be utilizing a space behind the team store.

If you are able to attend, you will need to enter through the Premium Entrance by the MacDonald's Ticket Office. We will have staff at that entrance to direct you to the press conference area. Parking will be in the Silver Lot, located off of Old Water St. and Florida Ave. You will get a blue ticket upon entering the lot. Please bring this ticket with you so we can validate it so parking will be free.

Attached are the talking points for the press conference, the draft press conference agenda as well as the homeless count press release that went out a couple weeks ago. We are still finalizing the press release that will be handed out (and then emailed out) at the press conference and will share it as soon as it is finalized.

Maria will be covering the talking points during her comments. You can use them as a guide if you are asked any questions by the media as well as others in the community. During the press conference we will have everyone seated in front of the podium to show the support we have from our speakers and board.

We would like to have a board member speak during the press conference about why they are volunteering for the count and why it is important for others in the community to be part of the effort. If you would be interested in speaking, please let me know.

Lesla Weikel  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesla@homelessofhc.org](mailto:Lesla@homelessofhc.org)

We recognize that every night there are men, women and children in Hillsborough County who are without shelter on the streets and in cars, in emergency shelters or other residential programs for homeless people.

Over the past couple of years, working with national experts, our homeless system of care has been evaluated. While there is good work being done to help homeless people, our community lacks some key components and best practices that other communities have successfully utilized and implemented to reduce and end homelessness. These communities have an oversight organization, and a shared common strategy based on proven best practices to get people off the street and into permanent housing.

We recognize the need is now to take what has been learned, and utilize these lessons to reduce and end homelessness in Hillsborough County.

**1. THHI reorganized to meet this need**

Recognizing that Hillsborough County needs an oversight organization to guide the community effort, the Homeless Coalition of Hillsborough County has been **re-organized and re-energized** to become the Tampa Hillsborough Homeless Initiative.

- No longer a membership organization, we are accountable to the community at large.
- Our new board of directors brings together community leaders from all sectors – government, business, philanthropic and service providers.
- We will be the vehicle by which this community comes together to address homelessness through data-driven actions based by best practices from around the county.

Two key actions in this direction are:

a. Reallocation of CoC Funding

THHI, as the lead agency for the Tampa/Hillsborough County Continuum of Care and the collaborative applicant for the U.S. Department of Housing and Urban Development's (HUD) CoC grant it is our responsibility to ensure this community has its best chance to obtain as much HUD funding for homeless housing as possible, and have taken the following steps to align with HUD's focus on permanent housing solutions.

We implemented a reallocation strategy that moved nearly half (46%) - a total of \$2.6 million - of the renewal funding from supportive services and transitional housing to NEW permanent housing programs:

- (i) rapid rehousing program for families with children
- (ii) Permanent supportive housing program with a Housing First approach for chronically homeless households.

b. Coordinated Intake and Assessment

Recognizing the need for a more efficient and effective system for homeless people to get connected to housing, THHI has led the community to develop and implement a Coordinated Intake and Assessment process.

#### Coordinated Intake and Assessment

- streamlines the process by which homeless individuals and family access help
- will change the allocation of available resources from a 'first-come, first-serve' approach to an approach that prioritizes those most vulnerable and most in need
- is a system of matching people to the right intervention for them and
- providing the minimum help needed to re-house them

This is a system change to ensure resources are being allocated and targeted efficiently and effectively. There are no new resources and unfortunately, at this time, there may still be waiting lists and delays in being able to get people immediately off the street, until additional community resources and system changes are developed and implemented.

#### **2. Implementation Strategy**

We recognize there are more actions needed in order to meet the needs of homeless people, and this community needs a unified vision and action strategy for how to collectively meet these needs and end homelessness. THHI, with the input of national and local experts and leaders, is completing a strategy to reduce and end homelessness in Hillsborough County that will provide the direction to these needed actions.

A draft of this strategy will be released near the end of March for public comment and input; with the final strategy being rolled out in Mid-May.

This single, community strategy will focus efforts and resources on permanent housing solutions, revamping the community's response to homelessness through best practice models and measurable outcomes, and utilizing data to make informed system decisions.

#### **3. Homeless Count**

Recognizing that you cannot measure something if you don't know where you are starting, the upcoming homeless count in Hillsborough County on Thursday, February 27th, is critical. In order to reduce and end homelessness, we must have excellent data by which to measure the community's success in getting people off the street.

A homeless count is a one-day, statistically reliable, unduplicated count of sheltered and unsheltered homeless individuals and families in the county, the homeless count provides valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness.

This year's count numbers will be used as the baseline going forward.

To help improve the process and better ensure high quality data, THHI has made some changes to the count process based on best practices used in other communities. These changes include moving the count back a month, focusing on people who are literally homeless and an emphasis on reaching veterans and unaccompanied homeless youth.

While THHI in conjunction with some community members and service providers are coordinating the count, we need at least 500 volunteers for this effort. Just it requires a community effort to end homelessness; it requires a community effort to ensure this year's count is as accurate as possible.



# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

Thursday, February 6, 2014, 3:30 p.m.  
Tampa Bay Times Forum  
(Enter through 'Premium Entrance' by the MacDonald's Ticket office)

## Press Conference Agenda

### **Maria Barcus, TTHI CEO**

- Welcome
- Brief about TTHI
- Reallocation and CI&A
- Forthcoming Community Strategy
- Homeless Count
  - Why important
  - Board participation
  - How to sign up ([homelessofhc.org](http://homelessofhc.org))

### **Commissioner Murman, County Commission, Vice-Chair**

- The importance of the homeless count to ending homelessness in Hillsborough County and why she is taking time to volunteer

### **Councilwoman Montelione, Tampa City Council**

- The importance of the homeless count and ending homelessness in Tampa and why she is taking time to volunteer

### ***Representative from Faith Community (pending)***

- *The importance of the homeless count and ending homelessness from a faith community perspective and why they are volunteering*

### **Maria Barcus**

- Reiterate process to sign up to volunteer – [homelessofhc.org](http://homelessofhc.org)
- Questions

# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## NEWS RELEASE

FOR IMMEDIATE RELEASE

### **MEDIA CONTACT:**

Lesa Weikel, Community Relations Manager  
813-223-6115, ext. 45 (office) or 727-421-0240 (cell)  
Email: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

### **Counting to End Homelessness – Volunteers Needed**

TAMPA, Fla. – (Friday, January 24, 2014) – The 2014 Homeless Count in Hillsborough County will take place on Thursday, February 27, 2014 between 4 a.m. and 11 p.m.. At least 500 volunteers are needed to canvass the county and conduct the count. A one-day, statistically reliable, unduplicated count of sheltered and unsheltered homeless individuals and families in the county, the homeless count provides valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness.

“This year we are truly ‘counting to end homelessness,’” said Maria Barcus, CEO of the Tampa Hillsborough Homeless Initiative (THHI). “In order to reduce and end homelessness, we must have excellent data by which to measure the community's success in getting people off the street. This year's count numbers will be used as the baseline going forward.

In the past most government funding, especially from the U.S. Department of Housing and Urban Development (HUD), for homeless housing and services has not been based on the number of homeless people in a community but rather through ‘formulas.’ As HUD continues to refine their priorities and expectations, they are moving in a direction where more funding decisions will be made based on measured success of a community's efforts in moving people from the streets to permanent housing. Private, non-governmental funding entities and donors are also turning more to metric-driven decisions than just the numbers being served.

The count is coordinated by THHI in partnership with service providers and community members. Volunteer groups of no less than 3-people per group will conduct the count on the streets, locations where homeless individuals and families can be found, and at service provider locations in every city and unincorporated area in Hillsborough County. A brief survey is conducted with each homeless person encountered to collect the needed data.

To help improve the process and better ensure high quality data, THHI has made some changes to the count process based on best practices used in other communities. These changes include moving the count back a month, focusing on people who are literally homeless and an emphasis on reaching veterans and unaccompanied homeless youth.

HUD requires communities to do their homeless count at the end of January; however this conflicts with Tampa's annual Gasparilla Festival activities. Recognizing the impact community events can have on homeless count efforts, HUD granted a request from THHI for the Hillsborough County count to be held the last Thursday in February.

"Large community celebrations and events are wonderful occasions, however they do disrupt the daily routines of people in the community - whether you are a resident on the parade route, a driver facing detours due to street closures or a homeless person trying to find a place away from the crowds," said Barcus.

Barcus added that a key piece of a count's success is being able to encounter as many homeless people as possible, and to do that, we have to know where to find them. When their daily routines are disrupted, homeless people do what others in the community do, which is go someplace else. This makes it harder for volunteers to locate the very people being counted.

This year's count will focus on people who are literally homeless, meaning they are living on the street, in cars, abandoned buildings and similar places not meant for human habitation; and those receiving shelter through emergency or transition housing programs. Data on 'couch surfing' unaccompanied homeless youth will be collected, and reported separately from the literally homeless data.

"There are other methods in the community to obtain data about people living 'doubled-up' and in other precariously housed situations," said Barcus. "Therefore we are targeting our efforts and resources in the most efficient way to get data that is not otherwise available."

With the federal goal of ending homelessness among Veterans by the end of 2015, the U.S. Veterans Administration has been increasing resources in communities that are able to document the level of need based on the number of homeless veterans, which is done through

homeless count numbers. The other special focus will be unaccompanied homeless youth ages 16 to 24 as traditional counting methods typically do not reach these youth who are particularly adept at hiding in plain sight. As one of the most vulnerable group of homeless people, it is critical that this population be reached. Organizers are finalizing plans to utilize social media and other online tools to reach these youth who are more comfortable with the anonymity they feel through online interactions.

Volunteers can sign up via THHI's website, [www.homelessofhc.org](http://www.homelessofhc.org). Children in high school may volunteer for the count, if they are accompanied by a parent or guardian. All count volunteers must also attend a count training prior to the day of the count. For more information, contact THHI at (813) 223-6115.

The Tampa Hillsborough Homeless Initiative is a 501 (C) 3 organization whose mission is to bring together various entities, agencies, service organizations, and individuals to establish and maintain a concentrated effort to break the cycle of homelessness in Hillsborough County, Florida.

###

## Bridgett McCormick

---

**From:** Guy King <gking@mewilson.com>  
**Sent:** Wednesday, February 05, 2014 3:08 PM  
**To:** Maria Barcus; MerrillM@hillsboroughcounty.org; SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org; HugginsJ@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas Snelling; RoseMary Soto; tleiweke@tampabaylightning.com; slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com; Marita@mckibbon.com; jclark@eckerdfamilyfoundation.org; JShimberg@tampabaytimesforum.com; sodria@tampabaytimesforum.com; eivery@uwtb.org; efeliz@uwtb.org; grace.posada@sdhc.k12.fl.us; mmurphy@thespring.org; jeromer@thafl.com; marylynnu@dacco.org  
**Cc:** Lesa@homelessofhc.org  
**Subject:** RE: THHI Press Conference and Homeless Count

Maria: Count me in. I will be at the Press Conference tomorrow and Lesa and I have spoken about my participation in the count on Feb 27<sup>th</sup>. Best Regards,



---

**From:** Lesa [mailto:Lesa@homelessofhc.org] **On Behalf Of** Maria Barcus  
**Sent:** Tuesday, February 04, 2014 4:27 PM  
**To:** Guy King; MerrillM@hillsboroughcounty.org; SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org; HugginsJ@hillsboroughcounty.org; Bob.buckhorn@tampagov.net; bridgett.mccormick@tampagov.net; thomas.Snelling@tampagov.net; rosemary.soto@tampagov.net; tleiweke@tampabaylightning.com; slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com; Marita@mckibbon.com; jclark@eckerdfamilyfoundation.org; JShimberg@tampabaytimesforum.com; sodria@tampabaytimesforum.com; eivery@uwtb.org; efeliz@uwtb.org; grace.posada@sdhc.k12.fl.us; mmurphy@thespring.org; jeromer@thafl.com; marylynnu@dacco.org  
**Cc:** Lesa@homelessofhc.org  
**Subject:** THHI Press Conference and Homeless Count

Good Afternoon Everyone,

This Thursday, February 6 at 3:30 p.m. THHI will be holding a press conference to speak briefly about our reorganization, share 2 recent key actions (CoC reallocation and coordinated intake and assessment), and put out a call for volunteers for the count. The press conference will be held at the Tampa Bay Times Forum behind the Team Store near the McDonalds Ticket Counter/Premium Entrance. We would love to have as many board members as possible to be present. I will be providing the board with a summary of the talking points tomorrow.

As we all expressed during our last board meeting, this year's homeless count is a critical piece in our efforts to reduce and end homelessness in the City of Tampa and Hillsborough County. In order to ensure the most accurate count possible, hundreds of volunteers are needed to canvass the county on Thursday, February 27 between 4 a.m. and 11 p.m. As of today, we have only one-fifth of the volunteers we need to ensure a successful count. While the other items will be mentioned, the key purpose of the press conference is to motivate others in the community to step up and volunteer for the count. The key message is that the homeless count provides valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness.

As part of our message, we are working to coordinate some speakers that can motivate members of the community to volunteer – leaders to whom people will respond. At this time, the plan for the press conference is to include, in addition to myself,

- Commissioner Murman who has graciously agreed to speak during the press conference about why she feels the count is a critical piece in the process to reduce and end homelessness in Hillsborough County and why she is taking time to volunteer for the count.
- We have a request out to Mayor Buckhorn to see if he is 1) able to volunteer for the count and 2) participate in the press conference
- We are also working on getting a member of the faith community to speak about why they are helping with the count, and encourage other faith groups to do the same.

During the press conference, we would like to be able to publicly announce a high percentage of participation by our board members as a ‘message’ to the community that this is a priority effort and to encourage other community leaders to not only volunteer themselves, but to also encourage the people they know to volunteer their time for the count.

On the day of the Homeless Count, volunteers will canvass the county visiting wooded areas, parking lots, meal locations, shelters and other places homeless people are known to frequent to count and survey homeless people. This year will also include a focus on veterans and unaccompanied homeless youth ages 16 to 24 as both these groups have been identified as key target groups in the community’s efforts to reduce and end homelessness. Volunteer shifts are typically 4 hours beginning at 4 a.m., however we can arrange a shift length and time that works best for you.

If you are planning on volunteering for the homeless count on February 27, can you please let Lesa Weikel know as soon as possible so we can make this announcement at the press conference? Lesa can be reached at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org) or (813) 223-6115, ext. 45. She will also work with you to coordinate when and where you would like to volunteer on February 27, as well as provide you with the link to the required training video once it is available. She can also answer any questions you may have about the count.

If you have any questions about the press conference or the count, please do not hesitate to contact me.

Respectfully,

Maria P. Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

Disclaimer: The information contained in this transmission is privileged and confidential information intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this transmission in error, do not read it. Please immediately reply to the sender that you have received this communication in error and then delete it. Requested coverage is not added, deleted, changed or bound until the appropriate provider of such requested coverage has confirmed that the request is granted. This includes any request made by telephone, facsimile, email, verbally, written or any other form of communication. Thank you.

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## **Bridgett McCormick**

---

**From:** marylynnu@dacco.org  
**Sent:** Wednesday, February 05, 2014 3:12 PM  
**To:** maria@homelessofhc.org; gking@mewilson.com; MerrillM@hillsboroughcounty.org; SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org; HugginsJ@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas Snelling; RoseMary Soto; tleiweke@tampabaylightning.com; slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com; Marita@mckibbon.com; jclark@eckerdfamilyfoundation.org; JShimberg@tampabaytimesforum.com; sodria@tampabaytimesforum.com; eivery@uwtb.org; efeliz@uwtb.org; grace.posada@sdhc.k12.fl.us; mmurphy@thespring.org; jeromer@thafi.com  
**Cc:** Lesa@homelessofhc.org  
**Subject:** RE: THHI Press Conference Update

We are participating in the count but I am unable to come tomorrow. Mary Lynn

Mary Lynn Edwards Ulrey, MS, ARNP  
Chief Executive Officer  
Office: 813-384-4200  
Fax: 813-623-3730  
email: [marylynnu@dacco.org](mailto:marylynnu@dacco.org)

DACCO/Drug Abuse Comprehensive Coordinating Office, Inc.  
4422 E. Columbus Drive Tampa, FL 33605  
Main: 813-384-4000  
[www.DACCO.org](http://www.DACCO.org)

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**From:** Lesa [<mailto:Lesa@homelessofhc.org>] **On Behalf Of** Maria Barcus  
**Sent:** Wednesday, February 05, 2014 3:08 PM  
**To:** [gking@mewilson.com](mailto:gking@mewilson.com); [MerrillM@hillsboroughcounty.org](mailto:MerrillM@hillsboroughcounty.org); [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [murmans@hillsboroughcounty.org](mailto:murmans@hillsboroughcounty.org); [HugginsJ@hillsboroughcounty.org](mailto:HugginsJ@hillsboroughcounty.org); [Bob.buckhorn@tampagov.net](mailto:Bob.buckhorn@tampagov.net); [bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net); [thomas.Snelling@tampagov.net](mailto:thomas.Snelling@tampagov.net); [rosemary.soto@tampagov.net](mailto:rosemary.soto@tampagov.net); [tleiweke@tampabaylightning.com](mailto:tleiweke@tampabaylightning.com); [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [dreed@shepardcap.com](mailto:dreed@shepardcap.com); [johnm@mckibbon.com](mailto:johnm@mckibbon.com); [Marita@mckibbon.com](mailto:Marita@mckibbon.com); [jclark@eckerdfamilyfoundation.org](mailto:jclark@eckerdfamilyfoundation.org); [JShimberg@tampabaytimesforum.com](mailto:JShimberg@tampabaytimesforum.com); [sodria@tampabaytimesforum.com](mailto:sodria@tampabaytimesforum.com); [eivery@uwtb.org](mailto:eivery@uwtb.org); [efeliz@uwtb.org](mailto:efeliz@uwtb.org); [grace.posada@sdhc.k12.fl.us](mailto:grace.posada@sdhc.k12.fl.us); [mmurphy@thespring.org](mailto:mmurphy@thespring.org); [jeromer@thafi.com](mailto:jeromer@thafi.com); Ulrey, Mary Lynn  
**Cc:** [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)  
**Subject:** THHI Press Conference Update

Good Afternoon Everyone,

As you know our press conference is tomorrow at 3:30 p.m. at the Tampa Bay Times Forum. We will be utilizing a space behind the team store.

If you are able to attend, you will need to enter through the Premium Entrance by the MacDonald's Ticket Office. We will have staff at that entrance to direct you to the press conference area. Parking will be in the Silver Lot, located off of Old Water St. and Florida Ave. You will get a blue ticket upon entering the lot. Please bring this ticket with you so we can validate it so parking will be free.

Attached are the talking points for the press conference, the draft press conference agenda as well as the homeless count press release that went out a couple weeks ago. We are still finalizing the press release that will be handed out (and then emailed out) at the press conference and will share it as soon as it is finalized.

Maria will be covering the talking points during her comments. You can use them as a guide if you are asked any questions by the media as well as others in the community. During the press conference we will have everyone seated in front of the podium to show the support we have from our speakers and board.

We would like to have a board member speak during the press conference about why they are volunteering for the count and why it is important for others in the community to be part of the effort. If you would be interested in speaking, please let me know.

Lesla Weikel  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesla@homelessofhc.org](mailto:Lesla@homelessofhc.org)



## Bridgett McCormick

---

**From:** Joe Clark <jclark@eckerdfamilyfoundation.org>  
**Sent:** Wednesday, February 05, 2014 6:23 PM  
**To:** Maria Barcus  
**Cc:** gking@mewilson.com; MerrillM@hillsboroughcounty.org;  
SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org;  
HugginsJ@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas  
Snelling; RoseMary Soto; tleiweke@tampabaylightning.com;  
slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com;  
Marita@mckibbon.com; JShimberg@tampabaytimesforum.com;  
sodria@tampabaytimesforum.com; eivery@uwtb.org; efeliz@uwtb.org;  
grace.posada@sdhc.k12.fl.us; mmurphy@thespring.org; jeromer@thafl.com;  
marylynnu@dacco.org; Lesa@homelessofhc.org  
**Subject:** Re: THHI Press Conference Update

I'll be there. I have the debrief earlier but should make it.

Thank you.

Joe

Sent from my iPad

On Feb 5, 2014, at 3:07 PM, "Maria Barcus" <[maria@homelessofhc.org](mailto:maria@homelessofhc.org)> wrote:

Good Afternoon Everyone,

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If you are able to attend, you will need to enter through the Premium Entrance by the MacDonald's Ticket Office. We will have staff at that entrance to direct you to the press conference area. Parking will be in the Silver Lot, located off of Old Water St. and Florida Ave. You will get a blue ticket upon entering the lot. Please bring this ticket with you so we can validate it so parking will be free.

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We would like to have a board member speak during the press conference about why they are volunteering for the count and why it is important for others in the community to be part of the effort. If you would be interested in speaking, please let me know.

Lesla Weikel

Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesah@homelessofhc.org](mailto:Lesah@homelessofhc.org)

< talking points - 020514.docx >

< THHI -Press Conference Schedule - 020614.doc >

< 2014 Count Volunteers Needed - Final.pdf >

## **Bridgett McCormick**

---

**From:** Thomas Snelling  
**Sent:** Thursday, February 06, 2014 8:46 AM  
**To:** Bob Buckhorn  
**Cc:** Bridgett McCormick; Bob McDonough; RoseMary Soto  
**Subject:** Funding totals for HCD Programs  
**Attachments:** FY2014 Funding Availabilty ALL Programs.pdf

Mayor,  
Attached are the current funding totals for our various housing, homelessness, rehabilitation and public services programs.  
Thom

## FY2014 Housing and Community Development Funding Availability

Program	Program Dollar Amount	Organizations	Comments	Administration	Funding Total
<b>HOME<sup>1</sup></b>				\$ 113,167.00	\$ 1,901,674.00
Owner Occupied Rehab	\$ 250,000.00	East Tampa Business and Civic Association	Housing rehabilitation program.		
Tenant Based Rental Asst.	\$ 400,000.00	TBD	Housing subsidy to assist income eligible individuals to find housing.		
CHDO Housing Development	\$ 169,751.00	TBD	Community Housing Development Organization Acquisition and rehab of affordable single family homes.		
Multi Family New Construction	\$ 500,000.00	Volunteers of America	New multi family construction for homeless veterans. Total unit count is 26 units.		
Balance-Owner Rehab	\$ 468,756.00	TBD			
<b>Currently Expending \$1,050,000 in OLD CHDO funds for Acquisition Rehab with ETBCA, CDC of Tampa, COACH Foundation</b>					
<b>ESG<sup>2</sup></b>	\$ 188,077.20			\$ 9,899.00	\$ 197,976.20
Emergency Shelter	\$ 45,000.00	Alpha House	Direct Services for Homelessness Programs.		
HMIS	\$ 15,000.00	Tampa Hillsborough Homeless Initiative	Direct Services for Homelessness Programs.		
Rapid Rehousing	\$ 60,230.88	Metropolitan Ministries	Direct Services for Homelessness Programs.		
Emergency Shelter	\$ 32,846.32	Salvation Army	Direct Services for Homelessness Programs.		
Emergency Shelter	\$ 35,000.00	The Spring	Direct Services for Homelessness Programs.		
<b><sup>1</sup> HOME: Home Investment Partnerships Program (Federal Funds)</b>					
<b><sup>2</sup> ESG: Emergency Solutions Grant (Federal Funds)</b>					

<b>HOPWA<sup>3</sup></b>	\$ 3,053,042.23				\$ 83,962.00	\$ 3,137,004.23
HIV/AIDS Housing and Services	\$ 65,000.00	ACTS		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 250,000.00	Catholic Charities Mercy House		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 584,703.83	Chatholic Charities TBRA		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 210,000.00	Francis House		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 600,000.00	Tampa Housing Authority		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 74,530.38	BayCare		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 169,713.02	Pasco County Housing Authority		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 1,012,910.00	Boley Centers		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Housing and Services	\$ 54,835.00	Catholic Charities Christopher(s)		Assistance for individuals with HIV/AIDS and their families.		
HIV/AIDS Support Services	\$ 31,350.00	TBD		Assistance for individuals with HIV/AIDS and their families.		
<b><i><sup>3</sup> HOPWA: Housing Opportunities for People with Aids (Federal Funds)</i></b>						

<b>CDBG<sup>4</sup></b>	<b>\$ 2,641,963.00</b>	<b>Total (15% Maximum per year)</b>		<b>\$ 556,740.00</b>	<b>\$ 3,198,703.00</b>
<b><u>Public Service Projects</u></b>					
Housing Services	\$ 400,000.00	Total (15% Maximum per year)			
Youth Services	\$ 30,000.00	Alpha House	Maternity home to serve pregnant women with multiple risk factors.		
Youth Services	\$ 30,000.00	Big Brothers/Sisters	Case management to mothers and pregnant youth including counseling, employment training, job placement and assistance with finding permanent housing.		
Support Services	\$ 30,000.00	Catholic Charities- Mercy House	Provides operational support to Mercy House for housing and support services to persons with HIV/AIDs.		
Youth Services	\$ 25,000.00	CE Mendez	Provides children in middle school with a drug prevention education program.		
Child Care Services	\$ 35,000.00	Cornerstone Family Ministries	Provides accredited pre-school and child care program services for low income families.		
Homeless Services	\$ 30,000.00	Crisis Center of Tampa Bay	Provides comprehensive case management services to homeless clientele to move them toward self sufficiency.		
Homeless Services	\$ 25,000.00	Metropolitan Ministries	Emergency shelter, prevention and rapid rehousing assistance for the homeless.		
Youth Services	\$ 25,000.00	Police Athletic League	Provides a variety of educational and recreational activities for low income youth.		

Senior Services	\$ 40,000.00	Seniors in Service PS	Senior companion program to assist elderly clients in public housing facilities.	
Youth Services	\$ 25,000.00	Tampa Bay Academy of Hope	Provides youth mentoring services for at risk youth throughout the school year.	
Youth Services	\$ 15,000.00	Tampa Bay CFDC	Provides after school programs for at risk youth.	
Youth Services	\$ 40,000.00	Tampa Heights Civic Assoc.	Provides after school and summer programs for low income youth.	
Handicapped Services	\$ 25,000.00	Tampa Lighthouse for the Blind	Provides services to blind and visually impaired clients with independent living skills.	
Youth Services	\$ 25,000.00	THA- Oaks at Riverview		
<b>Construction Projects</b>				
Owner Occupied Rehab	\$ 198,000.00	The Centre for Women	Repair and housing rehabilitation work.	
Owner Occupied Rehab	\$ 200,000.00	Rebuilding Together Tampa Bay	Repair and housing rehabilitation work.	
Parking Lot Reconstruction	\$ 40,000.00	Mac Donald Training Center		
Multi Family rehab	\$ 100,000.00	Meridian River DC/THA	Repair and housing rehabilitation work.	
Handicapped Accessibility	\$ 100,000.00	Self Reliance	Repair and housing rehabilitation work.	
Multi Family rehab	\$ 100,000.00	Alpha House -	Repair and housing rehabilitation work.	
Owner Occupied Rehab	\$ 117,113.00	TBD	Repair and housing rehabilitation work.	
Park reconstruction	\$ 300,000.00	THA-Perry Harvey Park		

Resurfacing (City-Wide, Resurfacing & Traffic Calming)	\$ 175,000.00	City Eligible Areas	Provides for sidewalk replacement, major street resurfacing, traffic calming devices, new fencing and infrastructure for low income areas.		
City-Wide Fencing	\$ 25,000.00	City Eligible Areas			
Section 108 Loan Repayment	\$ 421,850.00		Centro Ybor		
Special Economic Development	\$ 100,000.00	TBD	Uncommitted		
Housing and Community Development Division	\$ 300,000.00	HCD Program Delivery	Provides for program delivery of affordable housing programs for low and moderate income persons/households.		
Emergency Relocation	\$ 50,000.00	HCD Program Delivery	Provides relocation payments and assistance to displaced persons in emergency, unsafe and temporary situations.		
Construction Inspections	\$ 15,000.00	HCD Program Delivery	Required building inspections services		
<b><i>4 CDBG: Community Development Block Grant (Federal Funds)</i></b>					



<b>NSP3<sup>5</sup></b>	\$ 1,186,000.00	All funds to be expended by March 2014		\$ 222,000.00	\$ 1,408,000.00
Sulphur Springs - New Construction	\$ 484,404.00	Alexander Inc (4 properties)	Nehemiah Project		
Plans Development		Howard and Associates		\$ 9,500.00	
Construction Management		Howard and Associates		\$ 49,088.00	
Legal		Thresher		\$ 8,250.00	
Legal		Peterkin		\$ 51,000.00	
Plans and Site Plan development		Howard and Associates		\$ 21,672.00	
Demolition	\$ 18,805.00	Varrati LLC			
Balance	\$ 682,791.00	Construction remaining 7 homes			
<b>NSP1 (Program Income)<sup>5</sup></b>	\$ 480,000.00	No deadline to expend funds		\$ 260,000.00	\$ 740,000.00
Sulphur Springs - New Construction		Construction of homes	Nehemiah Project		
<b>SHIP<sup>6</sup></b>	\$ 1,127,857.00			\$ 40,000.00	\$ 1,167,857.00
Owner Occupied Rehab	\$ 600,000.00	The Centre	Repair and housing rehabilitation work		
Multi Family New Construction (LIHTC)	\$ 200,000.00	Pierce Plaza and Franklin Landings	New housing construction		
Down Payment Assistance	\$ 200,000.00	City Wide	Assistance to income eligible individuals to purchase housing.		
Special Needs Owner Rehab	\$ 120,000.00	TBD	Repair and housing rehabilitation work		
			Repair and housing rehabilitation work		
<b>General Fund Revenue</b>	\$ 149,700.00			\$ -	\$ 149,700.00

Homeless Initiative	\$ 55,000.00	Tampa Hillsborough Homeless Initiative		
Youth Leadership	\$ 94,700.00	CDC of Tampa		
<b><sup>5</sup> NSP: Neighborhood Stabilization Program (Federal Funds)</b>				
<b><sup>6</sup> SHIP: State Housing Initiative Partnership (State Funds)</b>				
<b>Totals</b>	<b>\$ 10,615,146.43</b>		<b>\$ 1,285,768.00</b>	<b>\$ 11,900,914.43</b>

## **Bridgett McCormick**

---

**From:** Lesa <Les@homelessofhc.org>  
**Sent:** Thursday, February 06, 2014 4:31 PM  
**To:** MerrillM@hillsboroughcounty.org; SekouriM@hillsboroughcounty.org; murmans@hillsboroughcounty.org; HugginsJ@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas Snelling; RoseMary Soto; tleiweke@tampabaylightning.com; slewis@tampabaytimesforum.com; dreed@shepardcap.com; johnm@mckibbon.com; Marita@mckibbon.com; jclark@eckerdfamilyfoundation.org; JShimberg@tampabaytimesforum.com; sodria@tampabaytimesforum.com; eivery@uwtb.org; efeliz@uwtb.org; grace.posada@sdhc.k12.fl.us; mmurphy@thespring.org; gking@mewilson.com; jeromer@thaf1.com; marylynnu@dacco.org  
**Subject:** Press Release from Today's Press Conference  
**Attachments:** THHI Count and Update - Final.doc

Good Afternoon Everyone,

Attached is the press release that was handed out at today's press conference and is being sent to the media members not in attendance today.

Les@homelessofhc.org  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Les@homelessofhc.org](mailto:Les@homelessofhc.org)

# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## NEWS RELEASE

FOR IMMEDIATE RELEASE

### **MEDIA CONTACT:**

Lesa Weikel, Community Relations Manager  
813-223-6115, ext. 45 (office) or 727-421-0240 (cell)  
Email: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

### **Homeless Count is Critical Piece in Effort to End Homelessness**

*THHI Calls on Community Members to Volunteer for the Homeless Count and provides update on organization's restructuring*

TAMPA, Fla. – (Thursday, February 6, 2014) – At a press conference this afternoon, the Tampa Hillsborough Homeless Initiative put out a call for volunteers for the upcoming homeless count in Hillsborough County

“This year we are truly ‘counting to end homelessness,’” said Maria Barcus, CEO of the Tampa Hillsborough Homeless Initiative (THHI). “In order to reduce and end homelessness, we must have excellent data by which to measure the community’s success in getting people off the street. This year’s count numbers will be the baseline of where we start.”

At least 500 volunteers are needed to adequately cover a county the size of Hillsborough County to get an accurate count of how many people are literally homeless. Organizers stated that only one-fifth of the number needed have signed up.

Several community and business leaders were on hand to show support and emphasize the importance of this year’s homeless count. County Commissioner Sandy Murman shared she will be volunteering during the count and called on others in the community to take a few hours and do the same. Father Sean O’Brien from Sacred Heart Catholic Church called on members of the faith community to be part of this year’s count as well.

Barcus also spoke briefly about the organization’s recent restructuring and recent actions by the organization to help redirect resources to best practices.

- MORE -

“Recognizing that Hillsborough County needs an oversight organization to guide the community effort, the Homeless Coalition of Hillsborough County has been re-organized and re-energized to become the Tampa Hillsborough Homeless Initiative,” stated Barcus.

No longer a membership organization, THHI will be accountable to the community at large as the vehicle by which the community comes together to address homelessness through data-driven actions based on best practices from around the country. The new board of directors brings together community leaders from all sectors – government, business, philanthropic and service providers.

Barcus provided two examples of how the organization has begun to do this. First is the decision by THHI to request, in the annual Continuum of Care (CoC) grant application to the U.S. Department of Housing and Urban Development (HUD), to reallocate almost 50 percent of the funding from supportive services to permanent housing solutions. If awarded, \$2.6 million of the CoC funding will be for new permanent housing programs including a rapid rehousing program for families with children and a permanent supportive housing program using a housing first approach for chronically homeless persons. The decision reflects the focus on permanent housing solutions, which also aligns with HUD’s priorities.

Recognizing the need for a more efficient and effective system for homeless people to get connected to housing, the second example Barcus provided is that THHI is leading the community to develop and implement a Coordinated Intake and Assessment process. Coordinated Intake and Assessment will streamline the process by which homeless individuals and families access help and change the allocation of available resources from a ‘first-come, first-serve’ approach to an approach that prioritizes those most vulnerable and most in need. It is a system of matching people to the right intervention for them and providing the minimum help needed to re-house them.

“This is a system change to ensure resources are being allocated and targeted efficiently and effectively,” stated Barcus. She noted that these are not new resources and unfortunately, at this time, there may still be waiting lists and delays in being able to get people immediately off the street, until additional community resources and system changes are developed and implemented.

Barcus also recognized there are more actions needed in order to meet the needs of homeless people, and this community needs a unified vision and action strategy for how to

collectively meet these needs and end homelessness. THHI, with the input of national and local experts and leaders, is completing a strategy to reduce and end homelessness in Hillsborough County that will provide the direction to these needed actions. A draft of this strategy will be released near the end of March for public comment and input; with the final strategy being rolled out in Mid-May. This single, community strategy will focus efforts and resources on permanent housing solutions, revamping the community's response to homelessness through best practice models and measureable outcomes, and utilizing data to make informed system decisions.

“The effectiveness of the strategy and this community's efforts will be based on measureable goals and benchmarks,” said Barcus. “That is why this year's count is a critical piece of the overall efforts underway and why we are here today asking for the community's help by volunteering for the homeless count on February 27.”

People interested in volunteering for the homeless count can sign up via THHI's website, [www.homelessofhc.org](http://www.homelessofhc.org). Children in high school may volunteer for the count, if they are accompanied by a parent or guardian. All count volunteers must also attend a count training prior to the day of count. A list of training dates is also posted on the organization's website. For more information, contact THHI at (813) 223-6115.

The Tampa Hillsborough Homeless Initiative is a 501 (C) 3 organization whose mission is to bring together various entities, agencies, service organizations, and individuals to establish and maintain a concentrated effort to break the cycle of homelessness in Hillsborough County, Florida.

###

**Bridgett McCormick**

---

**From:** lesa@homelessofhc.org on behalf of Lesa Weikel, Community Relations Manager <lesa@homelessofhc.org>  
**Sent:** Thursday, February 06, 2014 4:35 PM  
**To:** Bridgett McCormick  
**Subject:** Still Time to Sign Up to Volunteer for the 2014 Homeless Count

Having trouble viewing this email? [Click here](#)

Hi, just a reminder that you're receiving this email because you have expressed an interest in Tampa Hillsborough Homeless Initiative. Don't forget to add lesa@homelessofhc.org to your address book so we'll be sure to land in your inbox!

You may [unsubscribe](#) if you no longer wish to receive our emails.



**TAMPA HILLSBOROUGH  
HOMELESS INITIATIVE**

**COUNTING TO END HOMELESSNESS...  
WILL YOU HELP COUNT?**

**2014 HOMELESS COUNT  
IN HILLSBOROUGH COUNTY**

**THURSDAY, FEBRUARY 27, 2014**

The Homeless Count is just 3 weeks away, and we **need of at least 300 more volunteers** to help with the Homeless Count on Thursday, February 27 between 4 a.m. and 11 p.m.

**Will YOU help us count to End Homelessness?**

[Click here to sign up to volunteer.](#)

**Please help us spread the word** about this volunteer opportunity by forwarding to your friends, families and co-workers.

(Please note, if you received this email from friend, please go to our website - [www.homelessofhc.org](http://www.homelessofhc.org) and click the sign-up to volunteer link)

## **"Counting to End Homelessness" FAQ**

### What is the Homeless Count?

The Homeless Count in Hillsborough County is a one-day, statistically reliable, unduplicated count of sheltered and unsheltered homeless individuals and families in the country.

### Why is the Homeless Count Important?

It serves to measure the needs of the homeless population in our community as well as provide direction for future development of housing and services.

### Where will the Homeless Count Be Conducted?

The Homeless count will be conducted on the streets, locations where homeless individuals can be found, and at service provider locations in every city and unincorporated area in Hillsborough County.

### Who Can Volunteer?

Anyone over the age of 18 and high school students if accompanied by a parent or guardian.

### What Can I Expect as a Volunteer?

All Volunteers are required to attend a volunteer training prior to the day of the count (list of training dates is posted at [www.homelessofhc.org](http://www.homelessofhc.org)). In general, volunteers will be canvassing assigned areas in groups of no less than 3 people and interacting with homeless people encountered to conduct the count and short survey. Volunteer shifts are 4 hours, with the first shift beginning at 4 a.m. on February 27.

## **Other Homeless Count Information**

[2014 Homeless Count FAQ](#)

[Count Volunteers Needed Flyer for Posting](#)



**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa


Children's Board of Hillsborough County

Hillsborough County Housing Finance Authority

Tampa Hillsborough Homeless Initiative | 813-223-6115 | [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) |  
<http://www.homelessofhc.org>  
1414 N Marion Street  
Tampa, FL 33602

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[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).  
Homeless Coalition of Hillsborough County | 1414 N Marion Street | Tampa | FL | 33602

## Bridgett McCormick

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**From:** Jenny Anderson <JAnderson@flcities.com>  
**Sent:** Thursday, February 13, 2014 4:34 PM  
**To:** Deborah Stevenson; Bridgett McCormick  
**Subject:** FUP packet for 2/20/2014  
**Attachments:** schedule of events and agenda.docx; FUP-2-13-14.pdf



Good Afternoon Debbie & Bridgett:

Attached for your review is an advanced copy of the FUP packet for 2/20. They are bring printed and will be mailed tomorrow for a delivery date of Monday, February 17, 2014. The agenda is included in the packet, but I have attached it separately just in case.

If you have any questions, or if the Mayor needs assistance once he arrives to Tallahassee, please let me know.

Thank you very much.

Jenny Anderson  
Administrative Coordinator/Florida League of Mayors Relations  
Phone: (850) 701-3624

 No trees were harmed in the sending of this message, however a large number of electrons were inconvenienced. 

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**From:** Receptionist (TAL)  
**Sent:** Thursday, February 13, 2014 4:14 PM  
**To:** Jenny Anderson  
**Subject:**

Here you go!

# FLORIDA URBAN PARTNERSHIP TALLAHASSEE MEETING

## AGENDA

**DATE:** Thursday, January 20, 2014

**LOCATION:** DoubleTree Hotel - 101 South Adams Street Tallahassee, Florida  
Jacobs Restaurant (private room)

**TIME:** 8:00 a.m. – 8:45 a.m.

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## AGENDA

**8:00 a.m. Breakfast and Issue Briefings**

1. Tax Reform and Relief
2. Local Revenue Sources/Municipal Local Option
3. Unfunded State Mandates
4. Water
5. Film and Television Incentives
6. Homelessness
7. Traffic Enforcement

**8:45 a.m. Depart to the Capitol**

**9:00 a.m.** Meet with Senate President Don Gaetz Room 409, of the Capitol

**9:30 a.m.** Meet with Governor Scott Plaza Level 05, of the Capitol

**Press Availability** Immediately following meeting with Governor Plaza Level, the Capitol

**10:30 a.m.** Meet with House Majority Leader Steve Crisafulli Room 322 of the Capitol

**11:30 a.m.** Meet for Lunch at the Governor's Club 3<sup>rd</sup> floor in the Capitol Room

## Members

## 2014 Florida Urban Partnership Membership

### **ORLANDO**

Mayor Buddy Dyer  
City of Orlando  
400 South Orange Avenue  
Orlando, Florida 32801  
Phone: (407) 246-2221  
Fax: (407) 246-2842  
Email:  
buddy.dyer@cityoforlando.net

Kathy Scanlon  
Special Assistant to the Mayor  
City of Orlando  
Phone: (407) 246-2221  
Email:  
Kathy.Scanlon@cityoforlando.net

Kathleen R. Russell, Director  
Intergovernmental Relations  
Phone: (407) 246-3094  
Fax: (407) 246-3342  
Cell: (407) 383-2075  
Email:  
kathy.russell@cityoforlando.net

### **ST. PETERSBURG**

Mayor Rick Kriseman  
City of St. Petersburg  
175 Fifth Street, North  
St. Petersburg, Florida 33731  
Phone: (727) 893-7201  
Fax: (727) 892-5365  
Email: mayor@stpete.org

Ellen McDowell, Manager  
Administrative Support  
Office of the Mayor  
Phone: (727) 893-4141  
Email: Ellen.McDowell@stpete.org

Kevin King  
Chief of Staff, Mayor's Office  
City of St. Petersburg  
(727) 893-7881  
E-mail: Kevin.King@stpete.org

### **TAMPA**

Mayor Bob Buckhorn  
City of Tampa  
306 East Jackson Street  
Tampa, Florida 33602  
Phone: (813) 274-8903  
Fax: (813) 274-7050  
Email: bob.buckhorn@tampagov.net

Bridgett McCormick  
Executive Assistant to the Mayor  
Phone: 813-274-8903  
Fax: (813) 274-7050  
Email:  
bridgett.mccormick@tampagov.net

Debbie Stevenson, Manager  
Intergovernmental Relations  
Phone: (813) 274-8162  
Fax: (813) 274-8127  
Email:  
deborah.stevenson@tampagov.net

### **JACKSONVILLE**

Mayor Alvin Brown  
City of Jacksonville  
117 West Duval Street, Suite 400  
Jacksonville, Florida 32202-3495  
Phone: (904) 630-1776  
Fax: (904) 630-2391

Sarah Patent  
Executive Assistant to the Mayor  
Phone: (904) 630-1786  
Fax: (904) 630-2391  
Email: SPatent@coj.net

Mario Rubio, State Affairs Liaison  
Phone: (904) 630-6460  
Cell: (904) 386-4984  
Email: mrubio@coj.net

**HIALEAH**

Mayor Carlos Hernandez  
City of Hialeah  
501 Palm Avenue, 4<sup>th</sup> floor  
Phone: (305) 883-5800  
Fax: (305) 883-5992  
Email:  
mayorchernandez@hialeahfl.gov

Arnie Alonso, Chief of Staff  
Phone: (305) 883-5800  
Cell: (305) 801-7571  
Email: aalonso@hialeahfl.gov

Lissette Franco, Assistant to the  
Mayor  
Phone: (305) 883-5800  
Fax: (305) 883-5814  
Email: lfranco@hialeahfl.gov

**FORT LAUDERDALE**

Mayor Jack Seiler  
City of Fort Lauderdale  
100 North Andrews Avenue, 8<sup>th</sup> Floor  
Fort Lauderdale, Florida 33301  
Phone: (954) 828-5007  
Fax: (954) 828-5667  
Email:  
jack.seiler@fortlauderdale.gov

Lee Feldman, City Manager  
Email:  
LFeldman@fortlauderdale.gov

Safeea Ali, Assistant to the Mayor  
Phone: (954) 828-5314  
Fax: (954) 828-5667  
Email: sali@fortlauderdale.gov

**MIAMI**

Mayor Tomas Regalado  
City of Miami  
3500 Pan American Drive  
Miami, Florida 33233-0708  
Phone: (305) 250-5324

Eric Duran, Assistant to the Mayor  
Phone: (305) 250-5324  
Email: eduran@miamigov.com

Alan Morley, Assistant to the Mayor  
Phone: (305) 250-5311  
Fax (305) (854) -4001  
Email: amorley@miamigov.com

# Agenda

## FLORIDA URBAN PARTNERSHIP TALLAHASSEE MEETING

### AGENDA

**DATE:** Thursday, January 20, 2014

**LOCATION:** DoubleTree Hotel - 101 South Adams Street Tallahassee, Florida  
Jacobs Restaurant (private room)

**TIME:** 8:00 a.m. – 8:45 a.m.

---

### AGENDA

**8:00 a.m. Breakfast and Issue Briefings**

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2. Local Revenue Sources/Municipal Local Option
3. Unfunded State Mandates
4. Water
5. Film and Television Incentives
6. Homelessness
7. Traffic Enforcement

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**9:00 a.m.** Meet with Senate President Don Gactz Room 409, of the Capitol

**9:30 a.m.** Meet with Governor Scott Plaza Level 05, of the Capitol

**Press Availability** Immediately following meeting with Governor Plaza Level, the Capitol

**10:30 a.m.** Meet with House Majority Leader Steve Crisafulli Room 322 of the Capitol

**11:30 a.m.** Meet for Lunch at the Governor's Club 3<sup>rd</sup> floor in the Capitol Room





## TAX REFORM AND RELIEF

### **Statement**

The Florida Urban Partnership supports dedicating up to \$500 million of the state's growth revenues to help fund a tax relief strategy for fiscal year 2013-14. Furthermore, the Florida Urban Partnership supports a tax relief strategy that provides broad tax relief to Florida's residents and businesses, provides the greatest economic benefit, focuses on the state's surplus in revenues and minimizes the fiscal impact to municipalities.

Likewise, the Florida Urban Partnership supports the preservation of local revenue sources that are vital to providing services to citizens and that promote economic development. The communications services tax and the local business tax are important revenue sources for municipalities and provide a direct benefit to residents.

### **Talking Points**

- We support state tax relief for Floridians.
- We applaud the Governor and Legislature's effort to provide tax relief for citizens and businesses.
- We support a plan that provides the greatest relief for citizens and businesses and which minimizes the fiscal impact to municipalities and delivery of services.

### **Current Status**

**HB 11** (Stuebe) and **SB 176** (Hukill) reduce the sales tax that is imposed on the rental or license fees charged for the use of commercial rental property. Under HB 11, the tax rate would decrease 1 percent a year, with it being zeroed out in January 2019. SB 176 is a 2 percent reduction in the sales tax charged on commercial leases. Estimated fiscal impact for cities and counties, \$11.1 million \$26.7 recurring. HB 11 is in the House Finance and Tax Subcommittee. SB 176 is in the Senate Commerce and Tourism Committee. The Governor's proposed reduction is ½ percent.

**CS/SB 266** (Hukill) reduces the communications services tax (CST) rates by 2 percent, reducing the general state rate from 6.65 percent to 4.65 percent and the rate on direct-to-home satellite from 10.8 percent to 8.8 percent. This bill does not reduce the rate or anticipated revenues collected from the local CST that is levied by cities and counties. Currently, Florida League of Cities staff estimate that the negative impact to cities would be approximately \$7 million for the current partial municipal fiscal year and \$11.4 million for the next entire fiscal year. The estimated impact on the bill is due to a reduction in the revenues half-cent and municipal revenue sharing the state shares with local governments. CS/SB 266 passed the Senate Communications, Energy, and Public Utilities Committee and is now in the Senate Appropriations Subcommittee on Finance and Tax.

By the Committee on Communications, Energy, and Public Utilities; and Senator Hukill

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A bill to be entitled  
 An act relating to communications services taxes;  
 amending s. 202.12, F.S.; reducing the tax rate  
 applied to the sale of communications services;  
 reducing the tax rate applied to the retail sale of  
 direct-to-home satellite services; amending s.  
 202.12001, F.S.; conforming rates to the reduction of  
 the communications services tax; amending s. 202.18,  
 F.S.; revising the distribution of tax revenues  
 received; amending s. 203.001. F.S.; conforming rates  
 to the reduction of the communications services tax;  
 providing applicability; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Paragraphs (a) and (b) of subsection (1) of section 202.12, Florida Statutes, are amended to read:

202.12 Sales of communications services.—The Legislature finds that every person who engages in the business of selling communications services at retail in this state is exercising a taxable privilege. It is the intent of the Legislature that the tax imposed by chapter 203 be administered as provided in this chapter.

(1) For the exercise of such privilege, a tax is levied on each taxable transaction, and the tax is due and payable as follows:

(a) Except as otherwise provided in this subsection, at a rate of 4.65 ~~6.65~~ percent applied to the sales price of the communications service that ~~which~~:

HOME [IT'S YOUR MONEY](#) VIEW BUDGET SEARCH STATUTORILY REQUIRED REPORTS OTHER INFORMATION

IT'S YOUR MONEY TAX CUTS CREATING JOBS FOR THE NEXT GENERATION INVESTING IN EDUCATION STRENGTHENING FLORIDA FAMILIES

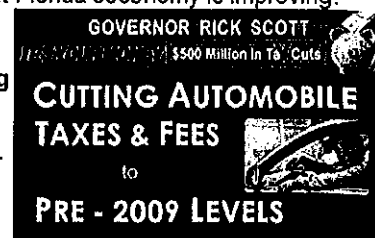
## IT'S YOUR MONEY TAX CUT BUDGET

### Governor Rick Scott's FY 2014-2015 Recommended Budget Highlights

The Governor's total recommendation in the *It's Your Money Tax Cut Budget* Fiscal Year 2014-2015 is \$74.2 billion. The General Revenue portion is \$27.5 billion. General Revenue funds available for the FY 2014-15 budget year increased \$1.3 billion from the previous fiscal year, a 4.9 percent increase. This increase, mostly attributable to increased sales tax collection, is an indication that Florida's economy is improving.

The three main parts of the Governor's "It's Your Money Tax Cut Budget" are: 1) Creating Jobs for the Next Generation; 2) Investing in Education; and 3) Strengthening Florida Families.

Governor Scott's *It's Your Money Tax Cut Budget* continues to push for responsible measures, such as reducing taxes, cutting state debt, and building state reserves. Budget highlights include:



**Returning Money to Taxpayers:** Governor Scott's Budget proposes ongoing tax cuts of over \$560 million per year, providing savings to both Florida families and businesses alike. The Governor's Budget also funds two sales tax holidays for an additional \$82.5 million savings to Florida families in the upcoming fiscal year. Specifically, the budget includes the following provisions:

- **Reducing Motor Vehicle License Fees:** The Governor's Budget reduces the annual motor vehicle license renewal registration fees back to pre-2009 levels. This will result in an average annual savings of about \$25 for the typical car registered in Florida. Overall, this reduction returns in excess of \$400 million to Florida families.
- **Decreasing the Tax on Business Rents:** Florida is the only state that applies sales tax to commercial rents at an increased cost to businesses of about \$1.4 billion per year. Governor Scott's Budget begins the process of eliminating this tax by reducing it by one half of a percentage point, saving businesses more than \$104 million annually.
- **Cutting the Business Tax:** The Governor's Budget includes funding to exempt another 2,000 taxpayers from having to pay the business tax by increasing the corporate income tax exemption from \$50,000 to \$75,000. This will eliminate these taxes for more than 80 percent of Florida's businesses. This exemption was increased from \$5,000 to \$25,000 in 2011 and to \$50,000 in 2012. Eliminating this tax will ensure more small businesses can hire more workers, providing Florida families with jobs.
- **Lowering Business Filing Fees:** This budget lowers the corporate filing fee so that every form of business pays the same amount. It also reduces the penalties associated with late filings by taking into account the length of the time delay. The Governor proposes generating the recurring \$33.3 million necessary to pay for the reduced fees through cost savings across state government. Lowering these fees and penalties will ensure businesses can hire more workers, providing Florida families with jobs.
- **Providing Sales Tax Holidays:** The Governor's Budget includes funding for a 10-day back-to-school sales tax holiday and a 15-day hurricane preparedness sales tax holiday. These two sales tax holidays will save Florida families an estimated \$82.5 million in the upcoming fiscal year, and are in addition to the ongoing tax cut savings detailed above.

**Continues to Reduce State Debt:** The Governor continues to push for responsible debt reduction measures that help our state's bond rating. One rating group, Fitch, recently revised its outlook from

"negative" to "stable," proof that Governor Scott's policies are working. State direct debt outstanding, as of June 30, 2013, was \$24.6 billion, a \$1.6 billion decline from the prior fiscal year. This is the third consecutive year under the Governor's leadership that debt has decreased. Based on the current fiscal year's budget, the debt is expected to be lower again on June 30, 2014. This marks a break from the previous trend of consistent year-over-year increases in state debt dating back to 1994, which caused Florida's debt to more than triple between 1994 and 2010.

The Governor believes debt represents a tax burden on our children and grandchildren and this budget recommends \$170 million to pay off outstanding debt, saving \$44.6 million in interest payments over the next 10 years. He supports issuing new debt only for projects that benefit both current and future generations, focusing on projects that will include a return on taxpayer investment and will continue to position Florida as a leader in global trade and commerce. The Governor's Budget permits new debt exclusively for the expansion and support of Florida's transportation infrastructure system.

**Building State Reserves:** The Governor's Budget recommendation builds on the current year 2013-2014 General Revenue growth of \$1 billion (3.8 percent) and continued 2014-2015 Fiscal Year growth of \$1.3 billion (4.9 percent). Through a combination of improved economic conditions, operational efficiencies, and a continued shift toward "leaner government," the Governor's Budget recommendation is balanced, reserves funds, and pays back money that was borrowed from the Budget Stabilization Fund during the Great Recession. The following reserve balances are recommended by the Governor for FY 2014-2015:

- \$1.7 billion in General Revenue
- \$1.1 billion in the Budget Stabilization Fund
- \$600 million in the Lawton Chiles Endowment Fund
- \$1.7 billion for other trust funds
- Totalling to \$5.1 billion



**Eliminating Government Waste:** Since taking office, Governor Scott has been successful in eliminating government waste and creating efficiencies across state government. To continue this trend, the *It's Your Money Tax Cut Budget* recommendation includes a variety of cost savings that allow the state to redirect funding to assure Florida families have the most efficient services possible. This budget reflects a savings of \$287 million, of which \$78 million is a savings from the General Revenue Fund and \$209 million from Trust Funds. Because of Governor Scott's sound fiscal policies, such as requiring contract renegotiations, the state will save an additional \$175 million in costs avoided or services added.

- **Administrative and Operational Efficiencies:** The Governor recommends \$74.9 million in savings and the elimination of 1,233 positions, of which approximately 1,160 are currently vacant.
- **Contract Renegotiations Savings:** As a result of the Governor's continued efforts to hold state agencies responsible for reviewing all state contracts, an additional \$4.2 million in savings are incorporated in the FY 2014-2015 budget recommendation. This results in a total savings from contract renegotiations of \$24.6 million over the past three fiscal years.
- **Real Estate Optimization Savings:** The Governor remains committed to better utilize state-owned office space by reconfiguring offices to increase occupancy and renegotiating other office leases to reduce agency costs. In addition, the Governor's investment in evaluating the energy-consuming systems in several state-owned facilities resulted in improved energy efficiency and reduced costs. Because of these initiatives, an additional \$14.4 million in savings is included in the FY 2014-2015 budget recommendation, which brings the total savings in lease renegotiations, facilities pool consolidation, and energy and utility savings to more than \$21.2 million over the last three years.
- **Reduction in Debt Service Payment:** The Governor recommends a reduction of \$37.9 million due to reduced debt service obligations and State Board of Administration fees. These fees were associated with the issuance of bonds for public schools, Florida colleges, state universities and correctional facilities.
- **MyFloridaMarketPlace Fee Savings:** The Governor recommends reducing the MyFloridaMarketPlace purchasing transaction fee from one percent to 0.75 percent. This reduced fee is estimated to save businesses providing goods and services to the state approximately \$5 million annually.

**Elimination of Earmarks:** As part of the Governor's efforts to give money back to the taxpayers or redirect funding to provide more efficient services, the recurring funding was reviewed for earmarks and as a result the budget includes the elimination of \$21.9 million.

In addition to these cost savings, the overall budget reflects \$300.5 million in budget reductions. These are due to excess federal and state trust fund spending authority that is no longer needed.

#### Identifying Savings in Government Programs:

- **Bright Futures:** The Governor's Budget maintains the amount per student for scholarships and it fully funds the number of students eligible to receive Bright Futures Scholarships for FY 2014 – 2015. This budget includes an adjustment of \$49.4 million due to the projected decrease of eligible students.
- **KidCare Program:** The Governor's Budget includes an adjustment of \$24 million due to a projected caseload decrease and this budget fully funds services for all eligible children.
- **Diagnosis Related Group (DRG) Transitional Payments:** The Governor's Budget includes a savings of \$32.5 million to eliminate one-time payments to hospitals because they have completed the transition from a traditional payment methodology to a more streamlined and cost-effective payment system.

#### Supporting Public Servants & Giving Money Back to Families:

- **Rewarding State Employees:** As Florida's economic situation continues to improve, the Governor's Recommended Budget proposes rewarding state employees who are working hard to provide more opportunities for Florida families. The recommended budget provides \$167 million for discretionary variable compensation awards in the amount of \$5,000 for employees receiving an employee evaluation of outstanding and \$2,500 for employees receiving an employee evaluation of commendable. Agencies may not exceed the appropriation in making bonuses nor award a bonus to more than 35 percent of employees.
- **Safeguarding Futures:** The unfunded actuarial liability (UAL) of the Florida Retirement System (FRS) Defined Benefit Program amounted to \$21.6 billion on July 1, 2013. This is an increase of \$2.3 billion over the prior year valuation. Based on an actuarial liability of \$153.3 billion and an actuarial value of assets of \$131.7 billion, the program is 85.9 percent funded as of July 1, 2013. As of October 31, 2013, the market value of the plan's assets amounted to \$141.5 billion. The Governor's Budget proposal implements the recommendations of the independent actuary and proposes to fully fund both the costs and the UAL by providing an additional \$84 million. The *It's Your Money Tax Cut Budget* ensures the fund will be able to meet its long-term obligations. Florida's pension plan is on a sound actuarial basis and one of the best-managed plans in the country.
- **Equitable Treatment of All:** As part of the Governor's philosophy to promote equitable treatment of state employees, the budget includes a savings of \$25.8 million so that management will pay the same amount for health insurance coverage as career service employees. This would mean all employees would pay \$50 per month for individual coverage and \$180 per month for family coverage and will reduce the employer contribution.

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## LOCAL REVENUE SOURCES/MUNICIPAL LOCAL OPTION

### **Statement**

The Florida Urban Partnership supports authorizing specific large, urban municipalities to approve a local referendum requiring the support from a majority of the electors within their respective jurisdictions to levy up to 1 cent of the Charter County Regional Transportation Surtax.

### **Talking Points**

- Each city has its own unique needs and circumstances and should have all available options to provide for transportation that creates jobs and commerce.
- Gas taxes are a declining source of revenue and projections are that it will continue to decline.
- Extending the authority to the charter county transportation surtax would give some cities the opportunity to add more “arrows to their quiver” to meet the transportation and economic needs of their community.
- This proposal allows citizens to make that decision, by a referendum, not by the city commission, council or mayor.
- Dialogue on how to collect and administer the tax with the State Department of Revenue and the County Tax Collectors is something the Florida Urban Partnership is committed to do.

### **Current Status**

To be provided at the meeting.



## **Local Revenue Sources/Municipal Local Option**

During the 2013 Legislative Session, efforts made to generate support for this idea resulted in various proposals being discussed. While unsuccessful in securing a change in statute, the effort provided an opportunity for educating key legislators and the Governor's Office, while identifying potential challenges that warrant further discussion during this year's meeting. An update of legislative efforts will be provided and a discussion of key issues will include:

*Administration* – The final proposal will have to determine whether piggybacking state and county collections through the Department of Revenue or pursuing a local administrative strategy through the County Tax Collectors is best option for collection and oversight of municipal local option. Both options will involve some sharing of revenues to cover start up and operational costs.

*Business Community* – In the past, statewide business associations have been an obstacle to the expansion of local option revenue sources. However, discussions with the Florida Retail Federation have led to a neutral position as long as the overall local option cap of a particular county is not impacted.

*Jurisdiction* – Since 1987, jurisdictional control regarding local option discretionary surtax has been at the county level. The final proposal will have to consider how much opposition from counties is politically acceptable.



## UNFUNDED STATE MANDATES

### **Statement**

The Florida Urban Partnership supports changes to the state constitution that would provide substantive and procedural measures to mitigate the number of state mandates

### **Talking Points**

- Unfunded state mandates continues to be a policy that cities face.
- Directives from the state and federal government that don't impose on local decision making are acceptable as long as the state or federal government provides the resources to implement. It is time to have a talk on how to fix unfunded state mandates.

### **Current Status**

This issue is not currently being considered in a substantive way in the Florida Legislature, but the Florida Urban Partnership has proposals that would mitigate the number of state mandates, and would like to engage legislative leadership in a dialogue on this issue going forward.



## WATER

### **Statement**

The Florida Urban Partnership supports the ability for municipalities to establish stormwater utilities and charge user fees that are equitably distributed to all users. The Florida Urban Partnership also supports funding for wastewater, stormwater and potable water infrastructure.

### **Talking points**

- Funding for infrastructure, especially for wastewater, stormwater and potable water projects is a vital part of a city's economic development, and growth.
- The state is well served by having efficient, effective water infrastructure in place to protect the health, safety and welfare of its citizens.
- Creating stormwater utilities and establishing reasonable user fees to all of its users is fiscally prudent for cities and for the users.
- To date most stormwater utility user fee structures are not designed to overcharge or gouge customers.

### **Current Status**

HB 703 (Partonis) is now in the Agriculture and Natural Resources Subcommittee. The League is actively seeking to clarify that all users of stormwater utilities are subject to pay for their use of such facilities. We are in discussion with both House and Senate sponsors for this clarification of law.

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A bill to be entitled  
 An act relating to environmental regulation; amending  
 s. 163.3162, F.S.; specifying the authority of  
 counties to enforce certain wetlands, springs  
 protection, and stormwater ordinances, regulations,  
 and rules; amending s. 163.3177, F.S.; providing vote  
 requirements for adoption of certain elements of local  
 government comprehensive plans and plan amendments;  
 amending s. 163.3194, F.S.; prohibiting local  
 governments from rescinding certain comprehensive plan  
 amendments; amending s. 373.236, F.S.; authorizing  
 consumptive use permit durations for certain projects  
 and developments; authorizing multiple commencement  
 dates for certain consumptive use permits; amending s.  
 373.308, F.S.; requiring delegated local governments  
 to follow certain criteria and standards for well  
 construction; preempting certain well construction  
 permitting regulations; amending s. 373.4136, F.S.;  
 providing that proof of insurance meets a certain  
 mitigation bank permit requirement; directing the  
 Department of Environmental Protection and water  
 managements districts to adopt specified rules;  
 amending s. 373.709, F.S.; requiring certain criteria  
 to be incorporated into regional water supply plans;  
 creating s. 403.0874, F.S.; providing conditions under  
 which the department required to establish certain

HB 703

2014

27 greenhouse gas performance standards, repeal certain  
 28 rules, and submit rule revisions to the United States  
 29 Environmental Protection Agency for approval;  
 30 prohibiting the state from proposing or submitting  
 31 certain plans; amending s. 403.709, F.S.; establishing  
 32 a solid waste landfill closure account within the  
 33 Solid Waste Management Trust Fund for specified  
 34 purposes; providing for the deposit of certain funds  
 35 into the account; providing an effective date.  
 36

37 Be It Enacted by the Legislature of the State of Florida:  
 38

39 Section 1. Paragraph (i) of subsection (3) of section  
 40 163.3162, Florida Statutes, is amended to read:

41 163.3162 Agricultural Lands and Practices.—

42 (3) DUPLICATION OF REGULATION.—Except as otherwise  
 43 provided in this section and s. 487.051(2), and notwithstanding  
 44 any other law, including any provision of chapter 125 or this  
 45 chapter:

46 (i) This subsection does not limit a county's powers to:

47 1. Enforce wetlands, springs protection, or stormwater  
 48 ordinances, regulations, or rules adopted before July 1, 2003,  
 49 excluding any modification, readoption, or amendment approved on  
 50 or after July 1, 2003.

51 2. Enforce wetlands, springs protection, or stormwater  
 52 ordinances, regulations, or rules pertaining to the Wekiva River

53 Protection Area.

54 3. Enforce ordinances, regulations, or rules as directed  
 55 by law or implemented consistent with the requirements of a  
 56 program operated under a delegation agreement from a state  
 57 agency or water management district.

58

59 As used in this paragraph, the term "wetlands" has the same  
 60 meaning as defined in s. 373.019.

61 Section 2. Paragraph (f) of subsection (1) of section  
 62 163.3177, Florida Statutes, is amended to read:

63 163.3177 Required and optional elements of comprehensive  
 64 plan; studies and surveys.--

65 (1) The comprehensive plan shall provide the principles,  
 66 guidelines, standards, and strategies for the orderly and  
 67 balanced future economic, social, physical, environmental, and  
 68 fiscal development of the area that reflects community  
 69 commitments to implement the plan and its elements. These  
 70 principles and strategies shall guide future decisions in a  
 71 consistent manner and shall contain programs and activities to  
 72 ensure comprehensive plans are implemented. The sections of the  
 73 comprehensive plan containing the principles and strategies,  
 74 generally provided as goals, objectives, and policies, shall  
 75 describe how the local government's programs, activities, and  
 76 land development regulations will be initiated, modified, or  
 77 continued to implement the comprehensive plan in a consistent  
 78 manner. It is not the intent of this part to require the



79 inclusion of implementing regulations in the comprehensive plan  
 80 but rather to require identification of those programs,  
 81 activities, and land development regulations that will be part  
 82 of the strategy for implementing the comprehensive plan and the  
 83 principles that describe how the programs, activities, and land  
 84 development regulations will be carried out. The plan shall  
 85 establish meaningful and predictable standards for the use and  
 86 development of land and provide meaningful guidelines for the  
 87 content of more detailed land development and use regulations.

88 (f) Board-enacted ~~All~~ mandatory and optional elements of  
 89 the comprehensive plan and plan amendments shall be adopted by a  
 90 simple majority vote of the local government and shall be based  
 91 upon relevant and appropriate data and an analysis by the local  
 92 government that may include, but not be limited to, surveys,  
 93 studies, community goals and vision, and other data available at  
 94 the time of adoption of the comprehensive plan or plan  
 95 amendment. To be based on data means to react to it in an  
 96 appropriate way and to the extent necessary indicated by the  
 97 data available on that particular subject at the time of  
 98 adoption of the plan or plan amendment at issue.

99 1. Surveys, studies, and data utilized in the preparation  
 100 of the comprehensive plan may not be deemed a part of the  
 101 comprehensive plan unless adopted as a part of it. Copies of  
 102 such studies, surveys, data, and supporting documents for  
 103 proposed plans and plan amendments shall be made available for  
 104 public inspection, and copies of such plans shall be made

105 available to the public upon payment of reasonable charges for  
106 reproduction. Support data or summaries are not subject to the  
107 compliance review process, but the comprehensive plan must be  
108 clearly based on appropriate data. Support data or summaries may  
109 be used to aid in the determination of compliance and  
110 consistency.

111 2. Data must be taken from professionally accepted  
112 sources. The application of a methodology utilized in data  
113 collection or whether a particular methodology is professionally  
114 accepted may be evaluated. However, the evaluation may not  
115 include whether one accepted methodology is better than another.  
116 Original data collection by local governments is not required.  
117 However, local governments may use original data so long as  
118 methodologies are professionally accepted.

119 3. The comprehensive plan shall be based upon permanent  
120 and seasonal population estimates and projections, which shall  
121 either be those published by the Office of Economic and  
122 Demographic Research or generated by the local government based  
123 upon a professionally acceptable methodology. The plan must be  
124 based on at least the minimum amount of land required to  
125 accommodate the medium projections as published by the Office of  
126 Economic and Demographic Research for at least a 10-year  
127 planning period unless otherwise limited under s. 380.05,  
128 including related rules of the Administration Commission. Absent  
129 physical limitations on population growth, population  
130 projections for each municipality, and the unincorporated area

131 within a county must, at a minimum, be reflective of each area's  
 132 proportional share of the total county population and the total  
 133 county population growth.

134 Section 3. Subsection (5) of section 163.3194, Florida  
 135 Statutes, is amended to read:

136 163.3194 Legal status of comprehensive plan.—

137 (5) (a) The tax-exempt status of lands classified as  
 138 agricultural under s. 193.461 shall not be affected by any  
 139 comprehensive plan adopted under this act as long as the land  
 140 meets the criteria set forth in s. 193.461.

141 (b) A local government may not rescind a comprehensive  
 142 plan amendment that authorizes land uses other than agricultural  
 143 use if the land continues to be used primarily for bona fide  
 144 agricultural purposes and qualifies for an agricultural  
 145 classification under s. 193.461.

146 Section 4. Subsection (6) of section 373.236, Florida  
 147 Statutes, is amended, and subsection (8) is added to that  
 148 section, to read:

149 373.236 Duration of permits; compliance reports.—

150 (6) (a) The Legislature finds that the need for alternative  
 151 water supply development projects to meet anticipated public  
 152 water supply demands of the state is so important that it is  
 153 essential to encourage participation in and contribution to  
 154 these projects by private-rural-land owners who  
 155 characteristically have relatively modest near-term water  
 156 demands but substantially increasing demands after the 20-year

157 | planning period in s. 373.709.

158 |       1. ~~Therefore,~~ Where such landowners make extraordinary  
 159 | contributions of lands or construction funding to enable the  
 160 | expeditious implementation of such projects, water management  
 161 | districts and the department may grant permits for such projects  
 162 | for a period of up to 50 years to municipalities, counties,  
 163 | special districts, regional water supply authorities,  
 164 | multijurisdictional water supply entities, and publicly or  
 165 | privately owned utilities, with the exception of any publicly or  
 166 | privately owned utilities created for or by a private landowner  
 167 | after April 1, 2008, which have entered into an agreement with  
 168 | the private landowner for the purpose of more efficiently  
 169 | pursuing alternative public water supply development projects  
 170 | identified in a district's regional water supply plan and  
 171 | meeting water demands of both the applicant and the landowner.

172 |       2. Where landowners, individually or collectively, make  
 173 | available lands to enable the expeditious development of  
 174 | projects involving dispersed surface water storage and release  
 175 | or surface water storage and recharge which provide water  
 176 | resource benefits and alternative water supply development, the  
 177 | water management districts and the department may grant permits  
 178 | for such projects for a period of up to 50 years.

179 |       (b) A permit under paragraph (a):

180 |       1. May authorize the uses of the individual project  
 181 | participants to begin on different dates.

182 |       2. May be granted only for that period for which there is

183 sufficient data to provide reasonable assurance that the  
 184 conditions for permit issuance will be met.

185 3. ~~Such a permit~~ Shall require a compliance report by the  
 186 permittee every 5 years during the term of the permit. The  
 187 report shall contain sufficient data to maintain reasonable  
 188 assurance that the conditions for permit issuance applicable at  
 189 the time of district review of the compliance report are met.  
 190 After review of the ~~this~~ report, the governing board or the  
 191 department may modify the permit to ensure that the use meets  
 192 the conditions for issuance.

193 (c) This subsection does not limit the existing authority  
 194 of the department or the governing board to modify or revoke a  
 195 consumptive use permit.

196 (8) Water management districts and the department may  
 197 grant a permit for a period of up to 30 years for a development  
 198 of regional impact that is approved pursuant to s. 380.06 and  
 199 located in a rural area of critical economic concern as defined  
 200 in s. 288.0656.

201 Section 5. Subsection (5) is added to section 373.308,  
 202 Florida Statutes, to read:

203 373.308 Implementation of programs for regulating water  
 204 wells.-

205 (5) Delegated local governments must follow well  
 206 construction criteria and applicable standards adopted by the  
 207 department or water management district, and such criteria and  
 208 standards shall preempt additional local government well

209 construction permitting regulations.

210 Section 6. Paragraph (i) of subsection (1) of section  
211 373.4136, Florida Statutes, is amended to read:

212 373.4136 Establishment and operation of mitigation banks.—

213 (1) MITIGATION BANK PERMITS.—The department and the water  
214 management districts may require permits to authorize the  
215 establishment and use of mitigation banks. A mitigation bank  
216 permit shall also constitute authorization to construct, alter,  
217 operate, maintain, abandon, or remove any surface water  
218 management system necessary to establish and operate the  
219 mitigation bank. To obtain a mitigation bank permit, the  
220 applicant must provide reasonable assurance that:

221 (i) It can meet the financial responsibility requirements  
222 prescribed for mitigation banks. The applicant may satisfy this  
223 condition by submitting proof of insurance in a form approved by  
224 the department or water management district.

225 Section 7. By January 1, 2015, the Department of  
226 Environmental Protection and each water management district  
227 shall adopt rules to implement the amendment to s.  
228 373.4136(1)(i), Florida Statutes.

229 Section 8. Subsection (9) of section 373.709, Florida  
230 Statutes, is renumbered as subsection (10), and a new subsection  
231 (9) is added to that section to read:

232 373.709 Regional water supply planning.—

233 (9) The water needs, water sources, water resource  
234 development projects, and water supply development projects

HB 703

2014

235 identified in a long-term master plan adopted pursuant to s.  
 236 163.3245 or a master plan development order issued under s.  
 237 380.06(21) shall be incorporated into a regional water supply  
 238 plan adopted pursuant to this section and are exempt from the  
 239 analyses required under subsection (2).

240 Section 9. Section 403.0874, Florida Statutes, is created  
 241 to read:

242 403.0874 Implementation of federal greenhouse gas  
 243 regulations.-

244 (1) If the United States Environmental Protection Agency  
 245 adopts a final regulation under 42 U.S.C. s. 7411(d) requiring  
 246 the state to develop an implementation plan establishing  
 247 greenhouse gas performance standards for existing industrial  
 248 sources, the department shall establish such performance  
 249 standards based on a system of emission reduction that has been  
 250 adequately demonstrated for each existing industrial source in  
 251 the state that is subject to greenhouse gas performance  
 252 standards. The department shall take into account the cost of  
 253 achieving such reduction and any nonair quality health and  
 254 environmental impact and energy requirements.

255 (2) In determining the applicable greenhouse gas  
 256 performance standard for an existing source, the department  
 257 shall consider whether to provide for the application of less  
 258 stringent performance standards or longer compliance schedules  
 259 than those provided in applicable rules or emission guidelines,  
 260 taking into consideration:

261 (a) The unreasonable cost of control based on plant age,  
 262 location, or basic process design.

263 (b) The physical difficulties with or impossibility of  
 264 installing necessary control equipment.

265 (c) The impacts on electric reliability based on the  
 266 availability of diversified sources of electric generation.

267 (d) The cost of applying the performance standard  
 268 considering other environmentally beneficial projects undertaken  
 269 at the source in the past 10 years.

270 (e) The expected remaining useful life of the source.

271 (f) The economic impacts of applying the performance  
 272 standard, including any costs to the public or expected job  
 273 losses.

274 (g) Any other factors specific to a facility or class of  
 275 facilities that make application of a less stringent performance  
 276 standard or final compliance time significantly more reasonable.

277 (3) The state may not propose or submit any plan  
 278 establishing greenhouse gas performance standards for existing  
 279 sources that is inconsistent with this section.

280 (4) If any federal greenhouse gas regulation is declared  
 281 invalid, vacated, revoked, repealed, or withdrawn, the  
 282 department shall:

283 (a) Publish notice of the repeal of any substantively  
 284 identical department rule as soon as practicable, but no later  
 285 than 60 days after receipt of the declaration. The repeal shall  
 286 be effective upon publication of the notice.



287 (b) Revise applicable federally approved state  
 288 implementation plan provisions as soon as practicable to reflect  
 289 cessation of implementation of the applicable federal regulation  
 290 and immediately submit such revisions for approval to the United  
 291 States Environmental Protection Agency.

292 Section 10. Subsection (5) is added to section 403.709,  
 293 Florida Statutes, to read:

294 403.709 Solid Waste Management Trust Fund; use of waste  
 295 tire fees.—There is created the Solid Waste Management Trust  
 296 Fund, to be administered by the department.

297 (5)(a) Notwithstanding subsection (1), a solid waste  
 298 landfill closure account is established within the Solid Waste  
 299 Management Trust Fund to provide funding for the closing and  
 300 long-term care of solid waste management facilities. The  
 301 department may use funds from the account to contract with a  
 302 third party for the closing and long-term care of a solid waste  
 303 management facility if:

304 1. The facility has or had a department permit to operate  
 305 the facility.

306 2. The permittee provided proof of financial assurance for  
 307 closure in the form of an insurance certificate.

308 3. The facility is deemed to be abandoned or was ordered  
 309 to close by the department.

310 4. Closure is accomplished in substantial accordance with  
 311 a closure plan approved by the department.

312 5. The department has written documentation that the

HB 703

2014

313 | insurance company issuing the closure insurance policy will  
 314 | provide or reimburse the funds required to complete closing and  
 315 | long-term care of the facility.

316 |       (b) The department shall deposit the funds received from  
 317 | the insurance company as reimbursement for the costs of closing  
 318 | or long-term care of the facility into the solid waste landfill  
 319 | closure account.

320 |       Section 11. This act shall take effect July 1, 2014.



## FILM AND TELEVISION INCENTIVES

### **Statement**

The Florida Urban Partnership supports legislation that provides funding for the Florida Entertainment Industry Financial Incentive Program in an amount the Legislature finds practicable and that makes a long-term commitment to adequately fund the current film, television and entertainment program before it expires in 2016.

### **Talking Points**

- The film and television industry is a significant generator of economic opportunity for our state.
- Since its inception, the Office of Film and Entertainment has qualified and certified 230 productions for tax credits with projected expenditures of approximately \$1.3 billion.
- These productions provide a direct economic impact to the cities where they are produced.
- In 2013 the Legislature did not provide tax credits for the industry.

### **Current Status**

Rep. Diaz has pre-filed language supported by the Film and Entertainment Industry. No bill number assigned at this point. Sen. Detert, Chair of the Senate Commerce & Tourism Committee has indicated that the Film & Entertainment incentive package will be included in a proposed committee bill in the near future.



## HOMELESSNESS

### **Statement**

The Florida Urban Partnership supports legislation creating a competitive grant-in-aid program supported by a consistent funding stream to provide transitional and permanent housing and the necessary support services to institute self-sufficiency strategies for Florida's homeless individuals and families.

### **Talking Points**

- According to some sources, Florida has the nation's third largest homeless population.
- Large metropolitan areas are where many of the homeless population migrate.
- The programs established by the Legislature to fund programs to deal with the homelessness problem was not funded in last year's budget cycle.
- There are not for profit organizations and faith based groups that administer homeless services in our cities, but a dedicated funding stream from the state will make a difference

### **Current Status**

To be provided at the meeting.

By Senator Latvala

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A bill to be entitled  
An act relating to discretionary sales surtaxes;  
amending s. 212.055, F.S.; revising the uses of the  
proceeds of the local government infrastructure surtax  
to include the maintenance of transportation  
infrastructure; authorizing a county to levy a  
homeless services and facilities surtax; defining  
"homeless services" and "homeless facilities";  
requiring an ordinance, referendum, and voter  
approval; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Paragraphs (d) and (h) of subsection (2) of  
section 212.055, Florida Statutes, are amended, and subsection  
(9) is added to that section, to read:

212.055 Discretionary sales surtaxes; legislative intent;  
authorization and use of proceeds.—It is the legislative intent  
that any authorization for imposition of a discretionary sales  
surtax shall be published in the Florida Statutes as a  
subsection of this section, irrespective of the duration of the  
levy. Each enactment shall specify the types of counties  
authorized to levy; the rate or rates which may be imposed; the  
maximum length of time the surtax may be imposed, if any; the  
procedure which must be followed to secure voter approval, if  
required; the purpose for which the proceeds may be expended;  
and such other requirements as the Legislature may provide.  
Taxable transactions and administrative procedures shall be as  
provided in s. 212.054.

20-00826-14

2014786

30 (2) LOCAL GOVERNMENT INFRASTRUCTURE SURTAX.--

31 (d) The proceeds of the surtax authorized by this  
32 subsection and any accrued interest shall be expended by the  
33 school district, within the county and municipalities within the  
34 county, or, in the case of a negotiated joint county agreement,  
35 within another county, to finance, plan, and construct  
36 infrastructure; to acquire land for public recreation,  
37 conservation, or protection of natural resources; to provide  
38 loans, grants, or rebates to residential or commercial property  
39 owners who make energy efficiency improvements to their  
40 residential or commercial property, if a local government  
41 ordinance authorizing such use is approved by referendum; or to  
42 finance the closure of county-owned or municipally owned solid  
43 waste landfills that have been closed or are required to be  
44 closed by order of the Department of Environmental Protection.  
45 Any use of the proceeds or interest for purposes of landfill  
46 closure before July 1, 1993, is ratified. The proceeds and any  
47 interest may not be used for the operational expenses of  
48 infrastructure, except that a county may use the proceeds or  
49 interest for the maintenance of transportation infrastructure if  
50 the local government ordinance authorizing such use is approved  
51 by referendum as provided in this subsection, and a county that  
52 has a population of fewer than 75,000 and that is required to  
53 close a landfill may use the proceeds or interest for long-term  
54 maintenance costs associated with landfill closure. Counties, as  
55 defined in s. 125.011, and charter counties may, in addition,  
56 use the proceeds or interest to retire or service indebtedness  
57 incurred for bonds issued before July 1, 1987, for  
58 infrastructure purposes, and for bonds subsequently issued to



20-00826-14

2014786

59 refund such bonds. Any use of the proceeds or interest for  
60 purposes of retiring or servicing indebtedness incurred for  
61 refunding bonds before July 1, 1999, is ratified.

62 1. As used in ~~For the purposes of~~ this paragraph, the term  
63 "infrastructure" means:

64 a. A ~~Any~~ fixed capital expenditure or fixed capital outlay  
65 associated with the construction, reconstruction, or improvement  
66 of public facilities that have a life expectancy of 5 or more  
67 years and ~~any~~ related land acquisition, land improvement,  
68 design, and engineering costs.

69 b. A fire department vehicle, an emergency medical services  
70 ~~service~~ vehicle, a sheriff's office vehicle, a police department  
71 vehicle, or ~~any~~ other vehicle, and the equipment necessary to  
72 outfit the vehicle for its official use or equipment that has a  
73 life expectancy of at least 5 years.

74 c. An ~~Any~~ expenditure for the construction, lease, or  
75 maintenance of, or provision of utilities or security for,  
76 facilities, as defined in s. 29.008.

77 d. A ~~Any~~ fixed capital expenditure or fixed capital outlay  
78 associated with the improvement of private facilities that have  
79 a life expectancy of 5 or more years and that the owner agrees  
80 to make available for use on a temporary basis as needed by a  
81 local government as a public emergency shelter or a staging area  
82 for emergency response equipment during an emergency officially  
83 declared by the state or by the local government under s.  
84 252.38. Such improvements are limited to those necessary to  
85 comply with current standards for public emergency evacuation  
86 shelters. The owner must enter into a written contract with the  
87 local government providing the improvement funding to make the

20-00826-14

2014786

88 private facility available to the public for purposes of  
89 emergency shelter at no cost to the local government for a  
90 minimum of 10 years after completion of the improvement, which  
91 includes a ~~with the~~ provision that the obligation will transfer  
92 to a ~~any~~ subsequent owner until the end of the minimum period.

93 e. A ~~Any~~ land acquisition expenditure for a residential  
94 housing project in which at least 30 percent of the units are  
95 affordable to individuals or families whose total annual  
96 household income does not exceed 120 percent of the area median  
97 income adjusted for household size, if the land is owned by a  
98 local government or by a special district that enters into a  
99 written agreement with the local government to provide such  
100 housing. The local government or special district may enter into  
101 a ground lease with a public or private person or entity for  
102 nominal or other consideration for the construction of the  
103 residential housing project on land acquired pursuant to this  
104 sub-subparagraph.

105 2. As used in ~~For the purposes of~~ this paragraph, the term  
106 "energy efficiency improvement" means an ~~any energy conservation~~  
107 ~~and efficiency~~ improvement that reduces energy consumption  
108 through conservation or a more efficient use of electricity,  
109 natural gas, propane, or other forms of energy on the property,  
110 including, but not limited to, air sealing; installation of  
111 insulation; installation of energy-efficient heating, cooling,  
112 or ventilation systems; installation of solar panels; building  
113 modifications to increase the use of daylight or shade;  
114 replacement of windows; installation of energy controls or  
115 energy recovery systems; installation of electric vehicle  
116 charging equipment; installation of systems for natural gas fuel

20-00826-14

2014786

117 as defined in s. 206.9951; and installation of efficient  
118 lighting equipment.

119 3. Notwithstanding any other provision of this subsection,  
120 a local government infrastructure surtax imposed or extended  
121 after July 1, 1998, may allocate up to 15 percent of the surtax  
122 proceeds for deposit into a trust fund within the county's  
123 accounts created for the purpose of funding economic development  
124 projects having a general public purpose of improving local  
125 economies, including the funding of operational costs and  
126 incentives related to economic development. The ballot statement  
127 must indicate the intention to make an allocation under the  
128 authority of this subparagraph.

129 (h) Notwithstanding any other provision of this section, a  
130 county may ~~shall~~ not levy local option sales surtaxes authorized  
131 under ~~in~~ this subsection and subsections (3), (4), ~~and~~ (5), and  
132 (9) in excess of a combined rate of 1 percent.

133 (9) HOMELESS SERVICES AND FACILITIES SURTAX.—The governing  
134 authority of a county may, by ordinance, levy a discretionary  
135 sales surtax of up to 0.5 percent for homeless services and  
136 facilities within the county as provided in this subsection.

137 (a) As used in this subsection, the term:

138 1. "Homeless facilities" includes, but is not limited to,  
139 the purchase and construction or renovation of sites to serve as  
140 central points of access, homeless housing, emergency housing,  
141 and supportive housing.

142 2. "Homeless services" includes, but is not limited to,  
143 outreach, intake, assessment, case management, homeless  
144 prevention, emergency and supportive housing, temporary medical  
145 respite, housing vouchers, transportation assistance, job

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146 readiness, job coaching, job development and placement, and  
147 homeless data management.

148 (b) The ordinance adopted by the governing authority  
149 providing for the imposition of the surtax must also include a  
150 plan for providing services to qualified homeless residents.

151 (c) Upon the adoption of the ordinance, the levy of the  
152 surtax shall be placed on the ballot of a regularly scheduled  
153 election by the governing authority enacting the ordinance. A  
154 statement that includes a brief description of the purposes to  
155 be funded by the surtax and conforms to the requirements of s.  
156 101.161 must be included in the ballot. The ordinance shall take  
157 effect if approved by a majority of the electors of the county  
158 voting in a referendum held for such purpose.

159 Section 2. This act shall take effect July 1, 2014.

Draft Suggested Revisions to 420.622(4)  
Challenge Grants

420.622 State Office on Homelessness; Council on Homelessness

(4) Not less than 120 days after the effective date of this act, the State Office on Homelessness, with the concurrence of the Council on Homelessness, may accept and administer moneys appropriated to it to provide "Challenge Grants" annually to lead agencies for homeless assistance continuums of care designated by the State Office on Homelessness. A lead agency may be a local homeless coalition, municipal or county government, or other public agency or private, not-for-profit corporation. Such grants may be up to \$500,000 per lead agency. The Department shall establish varying grant award levels depending upon the total population within the continuum of care catchment area designated in accordance with section 420.624, F.S., to reflect differing levels of homelessness in the catchment planning areas. The grant award levels shall be specified in the solicitation of grant applications noticed by the Department, following consultation and input from the Council on Homelessness.

- (a) To qualify for the grant, a lead agency must develop and implement a local homeless assistance continuum of care plan for its designated catchment area. The continuum of care planning area shall be implementing a coordinated assessment or central intake system to screen, assess and refer persons seeking assistance to the appropriate service provider. The lead agency shall also document the commitment of local government and private matching funds in an amount equal to the Challenge Grant funding requested.
- (b) Preference must be given to those lead agencies that have demonstrated the ability of their continuum of care to provide quality services to homeless persons and the ability to leverage federal homeless-assistance funding under the Stewart B. McKinney Act and private funding for the provision of services to homeless persons.
- (c) Preference must be given to lead agencies in catchment areas with the greatest need for the provision of housing and services to the homeless, relative to the population of the catchment area.
- (d) A lead agency may spend a maximum of 8 percent of its funding on administrative costs.
- (e) The grant may be used to fund any of the housing and services included in the local homeless assistance continuum of care plan. The lead agency shall have local flexibility to allocate the grant to those programs, housing or services which implement the local homeless assistance plan. The lead agency may make sub-grants to the local agency(s) to implement the programs, housing or services identified to be funded in the lead agency's application to the Department.

- (f) The lead agency shall submit a final report to the Department documenting the outcomes achieved in enabling persons who are homeless to return to permanent housing, ending their episode of homelessness.



## TRAFFIC ENFORCEMENT

### **Background**

Protection of public safety is one of the key functions of government. Due to budget constraints and unfunded mandates, local governments have limited law enforcement resources, and photo enforcement helps stretch these limited resources. Several significant changes were made to the red-light camera program in the 2013 legislative session. These changes were not required to be fully implemented by cities until the last quarter of 2013. Therefore, the data used to determine how the 2013 changes affected the red light camera program is very limited. Since Florida has such a varied group of drivers from season to season such as tourists, seasonal workers, college students, etc., making additional changes without the benefit of a full year of data would be premature.

### **Status**

The following bills have been filed and would impact red-light camera programs:

**HB 7005** (House Transportation and Highway Safety Subcommittee) would prohibit cities, after July 1, 2014, from installing red light cameras or relocating existing red light cameras. The fine for a red light camera violation would be reduced from \$158 to \$83. Cities would no longer receive any of the revenue generated by a red-light camera violation to pay for the administrative costs of the camera program. Cities would be authorized to assess a surcharge for the sole purpose of funding administrative costs and to satisfy contractual agreements with vendors. HB 7005 is in the House Transportation and Economic Development Appropriations Subcommittee.

**HB 4009** (Artiles) and **SB 144** (Brandes) repeal existing authority of cities to install red light cameras. Cities would no longer be able to use traffic infraction detectors to enforce red light running. HB 4009 is in the House Economic Affairs Committee. SB 144 is in the Senate Transportation Committee.

**HB 553** (McBurney) prohibits a county or municipality from using an automated traffic law enforcement system to issue a notice of violation or a citation when a motor vehicle stops at a point past the stop line or crosswalk. The bill also preempts to the state the regulation of the use of speed cameras. In addition, the bill requires a municipality or county operating an automated traffic law enforcement system to conduct a statistical analysis to assess the safety impact of each automated traffic law enforcement system installed at an intersection. Red light camera intersections would also be required to meet signal timing standards set forth in the Institute for Transportation Engineers Engineering Handbook. HB 553 is in the House Transportation and Highway Safety Subcommittee.

The Florida Department of Highway Safety and Motor Vehicles (DHSMV) and the Legislature's Office of Program Policy Analysis & Government Accountability (OPPAGA) released reports on red light camera programs in 2014. Please follow the links below to access the full reports.



# NEWS SERVICE FLORIDA

BRANDES, ARTILES: STUDY RAISES QUESTIONS ABOUT RED-LIGHT CAMERAS

By JIM TURNER  
THE NEWS SERVICE OF FLORIDA

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THE CAPITAL, TALLAHASSEE, February 10, 2014.....A measure to repeal the state's red-light traffic camera law will be pushed forward by lawmakers using a study from the Legislature's non-partisan policy office to support the effort.

The report from the Office of Program Policy Analysis & Government Accountability found there were fewer fatalities but more crashes at electronically monitored intersections, and that fines issued due to the technology cost motorists nearly \$119 million last year.

The Florida League of Cities quickly contested the fairness of the study.

Sen. Jeff Brandes, R-St. Petersburg, said Monday that the study backs his contention that the state's primary red-light camera law, the Mark Wandall Traffic Safety Act of 2010, hasn't reduced safety, and that municipal and county governments are using the program to fuel their budgets.

"I think we should go all in for full repeal," Brandes said during a press conference at the Capitol to highlight the study. "I think this data clearly shows that this program is not working as the Legislature intended, that we're not seeing a reduction in accidents, (and) that we're seeing a clear, dramatic increase in revenues that are being generated from this."

Rep. Frank Artiles, R-Miami, who has filed a measure (HB 4009) to repeal the 2010 law, said if legislators are unwilling to support repeal, state lawmakers should enact the series of recommendations included in the legislative study.

"I still firmly believe that this program should be repealed, but if we cannot repeal it I'm willing to modify it significantly," Artiles said.

The study recommends that local governments demonstrate a safety need at each intersection where cameras may be installed, that local communities should be required to follow standards on the length of yellow lights, and that revenue local governments generate from the cameras be restricted to public and traffic safety uses.

Artiles also proposes that the amount local governments can fine be reduced from \$158 to \$83.

The Florida League of Cities, in a release from its lobbyist Casey Cook, maintained that the cameras do improve safety and called the study "biased and inconsistent."

"The report's conclusion is not surprising given that it was requested by a legislator who sponsored a bill to repeal Florida's red-light safety camera law," the release said.

The release added: "It's also curious how this report issued by the state legislature criticizes local revenue but makes no mention of eliminating the state portion of the fine."

Cook said the use of the cameras should be left up to the local governments.

Brandes said his measure (SB 144) to repeal the 2010 law had been on hold pending the Feb. 7 release of the legislative

study, and he hopes to have the bill moving in a couple of weeks.

The Senate Transportation Committee is expected to review a committee proposal on Thursday that proposes a freeze on the installation of new red-light cameras that would start July 1.

The study doesn't determine if cameras have improved safety, and notes that most county and municipal governments in Florida started to use the cameras without first addressing alternative countermeasures.

"When examining crashes by type at red-light camera intersections on state roads, we determined that statewide, crashes resulting in a disregarded traffic signal citation decreased by 19 percent and those resulting in fatalities decreased by 49 percent," the report stated. "However, angle crashes (the crashes most commonly associated with red light running) increased by 22 percent at red-light camera intersections."

Also, rear-end crashes grew by 35 percent, helping to increase total crashes at intersections with red light cameras by 12 percent.

With violators charged \$158, of which \$83 goes to state, revenue from the fines has grown from \$37.6 million in the 2011 fiscal year to \$118.9 million last year.

The cameras were in use at 922 approaches to intersections in 79 jurisdictions -- mostly by municipalities -- in 26 counties, as of June 30, 2013. Miami took in the most revenue last year from red light runners caught on camera, \$5.8 million, followed by Miami Gardens, Tampa, Apopka, North Miami, Orlando and Hollywood, which each took in more than \$1.5 million.

Brandes added that he will ask Attorney General Pam Bondi to look into allegation of fraud involving RedFlex Traffic Systems, the Arizona-based firm that has installed and monitors red-light traffic cameras in Jacksonville and other cities.

The company is embroiled in a bribery scandal in Chicago, and the Chicago Tribune has reported that a fired RedFlex executive had accused the company of undertaking similar arrangements with officials in 13 states, including Florida.

A spokesman for Bondi said Monday afternoon that no request to investigate RedFlex had been made to the office.

Prior to the press conference, America Traffic Solutions, which markets the cameras, proclaimed the study affirms the safety of the cameras in reducing serious injuries, and that better data collection and analysis is needed to understand the information related to rear-end and side-angle crash data.

"In July 2013, (Sen.) Jeff Brandes sponsored several updates to the Mark Wandall Traffic Safety Act which became law and are just now taking effect," America Traffic Solutions stated in a release. "These included changes to the issuance of right-on-red violations and the appeals process. In its report OPPAGA offers several additional recommendations to further improve the program statewide. We look forward to working constructively with our customers and the legislature to enhance the effectiveness of Florida's red-light safety camera law."

-END-  
2/10/14

# NEWS SERVICE FLORIDA

STATE CAPITAL BRIEFS (LUNCH EDITION): WEDNESDAY, FEBRUARY 12, 2014  
THE NEWS SERVICE OF FLORIDA

## WEATHERFORD BLASTS RED-LIGHT CAMERAS

House Speaker Will Weatherford, R-Wesley Chapel, made clear Wednesday he wants to overhaul the state's red-light camera law, pointing to a new report that he described as "scathing." Weatherford said during an interview with The News Service of Florida that he would support passing a bill to repeal the cameras, though he acknowledged that likely will not happen. The speaker's comments came two days after Rep. Frank Artiles, R-Miami, and Sen. Jeff Brandes, R-St. Petersburg, --- two major critics of red-light cameras --- held a news conference to release a report by the Legislature's Office of Program Policy Analysis & Government Accountability. Brandes said the study shows the cameras haven't reduced accidents and that local governments are using the program to fuel their budgets. The Florida League of Cities questioned the fairness of the study. The study outlines possible changes in the state's red-light camera law, such as calling for local governments to demonstrate a safety need at each intersection where cameras may be installed, requiring communities to follow standards on the lengths of yellow lights and saying revenue generated from the cameras should be restricted to public and traffic-safety uses.

## SUPREME COURT DENIES STAY IN CHAVEZ EXECUTION

Just hours before his scheduled execution, the Florida Supreme Court denied a stay Wednesday morning to Juan Carlos Chavez, who was convicted in the 1995 murder of 9-year-old Jimmy Ryce in Miami-Dade County. Justices unanimously rejected a last-minute request for a stay based on a challenge to a new three-drug cocktail used in executions. A brief order from the court described the challenge as a "delaying tactic." Chavez is scheduled to be executed at 6 p.m. Wednesday at Florida State Prison, near Starke. He also lost an appeal Monday at the 11th U.S. Circuit Court of Appeals. Chavez was convicted in 1998 of kidnapping, sexually assaulting and murdering Ryce. The brutal crime spurred the Legislature to pass the Jimmy Ryce Involuntary Civil Commitment for Sexually Violent Predators' Treatment and Care Act, commonly known as the Jimmy Ryce Act.

--END--  
2/12/2014

## Florida Red Light Camera Programs

February 7, 2014

As directed by the Legislature, OPPAGA examined red light camera programs implemented by Florida cities and counties and answered five questions.

1. How do Florida's local governments implement and operate red light camera programs?
2. How much revenue do Florida's local government red light camera programs generate?
3. What has been the experience in other states with red light camera programs?
4. How many violations and crashes are occurring in Florida jurisdictions with red light camera programs?
5. Are there options for modifying red light camera programs in Florida?

### Background

Traffic infraction detectors, also known as "red light cameras," are used to enforce traffic laws by automatically photographing vehicles whose drivers run red lights. A red light camera is connected to sensors that monitor traffic flow at a crosswalk or stop line and is connected either to another sensor that detects when the traffic light changes color or to an infrared camera that can detect when the light has changed to red. The system continuously monitors the traffic signal, and the camera is triggered by any vehicle entering the intersection above a pre-set minimum speed and following a specified time after the signal has turned red. A second photograph typically shows the red light violator in the intersection. In some cases, video cameras are also used. Cameras record the license plate number, date, time, time elapsed since the beginning of the red signal, and vehicle speed. Red light cameras have been used in at least 33 countries since the 1970s.

In 2010, the Florida Legislature created the Mark Wandall Traffic Safety Program via Ch. 2010-80, Laws of Florida, authorizing the Department of Highway Safety and Motor Vehicles (DHSMV), counties, and municipalities to use cameras to detect a driver's failure to stop at a traffic signal.<sup>1</sup> Under the law, DHSMV may install or authorize installation of red light cameras on any state road under the original jurisdiction of the Department of Transportation (DOT), when permitted by DOT.<sup>2</sup> Counties may install or authorize installation on streets and highways in unincorporated areas of the county in accordance with DOT standards and on state roads in unincorporated areas of the county when permitted by DOT. Municipalities may install or authorize installation of red light cameras on streets and highways in accordance with DOT standards and on state roads within the incorporated area when permitted by the department. Municipalities and counties are not required to have a permit when the road is not under DOT jurisdiction, but they must be in accordance with DOT placement and installation specifications.

<sup>1</sup> Violation of ss. 316.074(1) and 316.075(1)(c)1., F.S.

<sup>2</sup> To obtain a permit for a red light camera, a jurisdiction must apply for a DOT General Use Permit and attach a letter in support of a red light camera at the location requested; permits are valid for five years. The permittee must follow the department's *Special Provisions to General Use Permit for New Installations of Traffic Infraction Detectors on the State Highway System*, which includes information that a jurisdiction should consider in the process of installing a red light camera; conditions under which cameras need to be relocated; and camera activation notification requirements. In addition, related construction plans must be signed and sealed by a Florida licensed professional engineer.

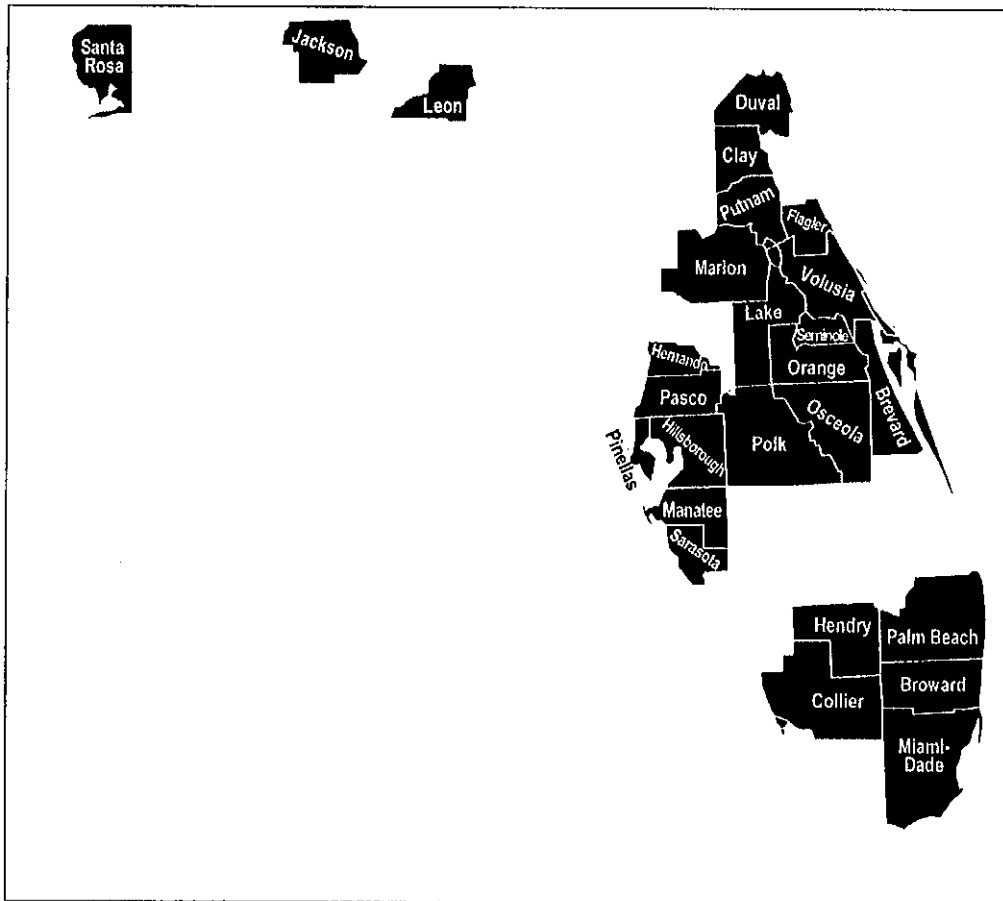
The law provides processes regarding required notifications, the issuance of citations to registered owners of motor vehicles, and defenses available to vehicle owners. The law also requires that local governments implement a public awareness campaign if they intend to use red light cameras. In addition, the law requires each governmental entity that operates a traffic infraction detector to submit to DHSMV an annual report that details the results of the detectors and the procedures for enforcement. The department must subsequently submit an annual summary report to the Governor and Legislature. The report must include a review of the information submitted by the counties and municipalities and any recommendations or suggested legislation.

**Questions and Answers**

***How do Florida’s local governments implement and operate red light camera programs?***

At the end of Fiscal Year 2012-13, 79 jurisdictions (74 municipalities, 5 counties) operated red light camera programs in 26 Florida counties.<sup>3,4</sup> Municipalities ranged in size from small cities with populations as low as 224, to large cities with populations over 413,000. The local governments with red light camera programs are located throughout the state, with most programs operating in Central and South Florida. (See Exhibit 1.)

**Exhibit 1**  
**There Are Red Light Camera Programs in 26 Florida Counties**



Source: Department of Revenue.

<sup>3</sup> Although authorized to do so by state law, DHSMV has not implemented a red light camera program.

<sup>4</sup> Although they were active during Fiscal Year 2012-13, due to registration issues, red light camera programs operating in Duval County did not remit revenues to the Department of Revenue until January 2014.

The Department of Highway Safety and Motor Vehicles' most recent survey of local governments operating red light camera programs found that, as of June 30, 2013, cameras were installed at 922 approaches to intersections; there can be multiple cameras at each intersection.<sup>5</sup> According to Department of Transportation data for state roads, the majority of red light cameras were activated following the creation of the Mark Wandall Traffic Safety Program in 2010, although some jurisdictions had active cameras prior to 2010. In addition, DOT's data shows that the number of intersections on state roads with newly activated red light cameras steadily increased each year from 2007 to 2011. (See Exhibit 2.)

**Exhibit 2**

**The Number of Red Light Camera Activations on State Roads Increased Significantly from 2007 to 2011**

Year	Number of New Intersections Where Red Light Cameras Were Activated	Number of New Red Light Cameras Activated
2007	2	2
2008	12	16
2009	37	45
2010	82	145
2011	97	167
<b>Total</b>	<b>230</b>	<b>375</b>

Source: OPPAGA analysis of Department of Transportation data.

**Local governments consider several criteria when making red light camera placement decisions; use of countermeasures at red light intersections varies among jurisdictions.** OPPAGA's survey of local governments operating red light camera programs asked what criteria and/or methods jurisdictions use to identify red light camera locations.<sup>6</sup> Most respondents (66%) cited traffic crash data as the most important factor in red light camera placement decisions, with police observation cited as the next most important factor (33%). DHSMV's 2013 survey yielded similar results. When the department asked respondents to rank the importance of several criteria for red light camera placement decisions, traffic crash data (61%) was the most frequently reported criterion for red light camera placement, followed by law enforcement observations (32%).

Using information about a variety of factors, engineering countermeasures can be developed to help reduce the occurrence of hazardous driver behaviors such as red light running.<sup>7</sup> Countermeasures for red light running include ensuring that the traffic signal is visible from a sufficient distance and captures the motorists' attention; increasing the likelihood of stopping for the red signal once it has been seen; addressing intentional violations; and eliminating the need to stop. Selecting the most appropriate countermeasures for red light running depends on individual intersection characteristics and can only be determined after conducting an engineering study that investigates existing intersection design elements and intersection safety as related to red light running and the occurrence of red light violations.

<sup>5</sup> As required by law, DHSMV surveyed 79 jurisdictions with red light camera programs; the department received 75 responses (a 95% response rate). The survey collected information on notices of violation and uniform traffic citations; intersection selection; effects on safety; personnel; right-turn on red; other uses of red light camera images, and consideration for ordinance repeal. Survey questions related to activities from July 1, 2012 through June 30, 2013.

<sup>6</sup> OPPAGA conducted a survey of jurisdictions currently operating red light camera programs. We sent surveys to 80 jurisdictions and received 61 completed responses (a 76% response rate). We asked respondents to report on red light camera program start date; the number of intersections and approaches monitored; camera location criteria; countermeasures implemented; types of violations enforced; third-party vendor roles and contract structure; yellow light change interval criteria; revenues and expenses; and red light camera violation data. Sixty of our 61 survey respondents reported cameras at 741 approaches to 465 intersections as of June 30, 2013. In analyzing responses, we excluded respondents that did not provide a complete response to the question.

<sup>7</sup> Factors include demographic characteristics (e.g., age and gender), human behavioral factors (e.g., driver inattention and speeding); vehicular characteristics (e.g., larger-sized vehicles); and intersection characteristics (e.g., traffic volumes and time of day).

Although national and state transportation organizations strongly recommend the use of countermeasures, OPPAGA's survey results indicate that most (56%) of the respondents did not implement countermeasures prior to installing red light cameras. Of the jurisdictions that did implement countermeasures prior to installing red light cameras (44%), the most frequent types of countermeasures were

- installation of signal ahead signs;
- use of LED signal lenses;
- modification of signal-cycle length; and
- alteration of yellow light change intervals.

**Yellow light change intervals are relevant to red light camera programs because altering their duration can affect the frequency of red light running.** A study published in 2004 that examined before-and-after effects of increasing the yellow light change interval on red light running found that increasing yellow light duration by 0.5 seconds to 1.5 seconds decreased red light violations by at least 50%.<sup>8</sup> Similarly, a 2007 report by the Insurance Institute for Highway Safety found that in the city studied, yellow light timing changes reduced red light violations by 36%.<sup>9</sup> Most recently, a 2012 National Cooperative Highway Research Program report noted that the "best estimate" of the effect of increasing yellow light change intervals, "based on better designed studies," is about a 36% to 50% reduction in red light running.<sup>10</sup>

The Institute of Transportation Engineers has a formula that calculates the yellow light interval as a function of driver perception/reaction time, speed of approaching vehicles, deceleration rate, acceleration due to gravity, and grade of road. For years, traffic engineers used 1.0 second for the perception/reaction time in the calculation of the formula. However, recent research indicates that using a value greater than 1.0 second would encompass the reaction times of a larger proportion of the driver population. Based on these research results, the Florida Department of Transportation recently revised requirements for yellow light timing across all of the state's jurisdictions. DOT increased the perception/reaction time to 1.4 seconds, effectively increasing the department's previous minimum yellow light change interval by 0.4 seconds. This increase will allow additional time for Florida drivers to perceive the traffic signal change from green to yellow. Intersections with existing red light cameras were required to comply with the new standards by December 31, 2013.

DOT officials reported that the department enters into traffic signal maintenance agreements with counties and municipalities, and these agreements are the mechanism for ensuring that jurisdictions comply with yellow light timing and other traffic signal standards. In addition, department staff conducts field tests and quality assurance reviews that encompass a number of issues, including yellow light interval timing. According to OPPAGA's survey of counties and municipalities that operate red light camera programs, most (58%) jurisdictions reported using DOT standards for yellow light interval timing, while some (43%) jurisdictions reported not having the authority to change yellow light interval timing, as it is often managed at the county level for many cities and towns.<sup>11</sup>

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<sup>8</sup> Bonneson, J. A. and K.H. Zimmerman. "Effect of Yellow-Interval Timing On Red-Light-Violation Frequency at Urban Intersections." In: Proceedings of the Transportation Research Board 83<sup>rd</sup> Annual Meeting, Washington, D. C., 2004.

<sup>9</sup> Retting, R. A., S.A. Ferguson, and C.M. Farmer. "Reducing Red Light Running Through Longer Yellow Signal Timing and Red Light Camera Enforcement. Results of a Field Investigation." Insurance Institute for Highway Safety, January 2007.

<sup>10</sup> McGee, H., K. Moriarty, K. Eccles, M. Liu, T. Gates, and R. Retting. "Guidelines for Timing Yellow and All-Red Intervals at Signalized Intersections." National Cooperative Highway Research Program, Report 731, 2012.

<sup>11</sup> These percentages are not additive because some jurisdictions reported both, i.e., that yellow light timing is not under their jurisdiction and that DOT standards are being followed.

**Jurisdictions use red light cameras to enforce several types of traffic infractions.** In addition to using red light cameras to enforce red light running, OPPAGA’s survey found that jurisdictions use the devices for other traffic infractions. For example, some jurisdictions also use cameras to enforce right turns on red without making a complete stop (57%) and right turns on red at intersections with “No Turn on Red” signs (30%).<sup>12</sup> (See Exhibit 3.)

**Exhibit 3**

**Local Governments Use Red Light Cameras to Enforce Several Types of Violations**

Infraction	Percentage of Jurisdictions Enforcing Violation
Running a red light	100%
Turning right on red without coming to a complete stop	57%
Turning right on red when a “No Turn on Red” sign is posted	30%

Source: 2013 OPPAGA Red Light Camera Local Jurisdiction Survey.

These results are consistent with DHSMV’s 2013 survey, which found that 59% of survey respondents reported issuing notices of violation for right turns. However, the department’s survey also found that only 15 jurisdictions reported having policies that define “careful and prudent,” the standard used to determine if a notice of violation should be issued. According to DHSMV, definitions of “careful and prudent” varied widely by jurisdiction.

***How much revenue do Florida’s local government red light camera programs generate?***

**State and local red light camera revenue has increased more than 200% since Fiscal Year 2010-11.** Section 316.0083, *Florida Statutes*, establishes the penalty for violations detected by red light cameras. Violators must pay \$158 to the jurisdiction that issued the notice of violation. The statute also establishes a schedule for allocating penalty revenues to the state and local government. If a county or municipality operates the red light camera program, the jurisdiction retains \$75 and remits \$83 to the Department of Revenue (\$70 for the General Revenue Fund; \$10 for the Department of Health Emergency Medical Services Trust Fund; and \$3 for the Brain and Spinal Cord Injury Trust Fund).<sup>13</sup> Funds deposited into the Emergency Medical Services Trust Fund are distributed as provided in s. 395.4036(1), *Florida Statutes*, and those deposited into the Brain and Spinal Cord Injury Trust Fund are distributed quarterly to the Miami Project to Cure Paralysis.

Red light camera program revenues have increased significantly over the last three fiscal years. Between Fiscal Year 2010-11 and Fiscal Year 2012-13, total revenues grew from \$37.6 million to \$118.9 million, an increase of 215%. (See Exhibit 4.)

<sup>12</sup> In addition, some OPPAGA survey respondents noted that their jurisdictions have used video footage from red light cameras for other criminal investigations. For example, two municipalities reported that red light camera footage has been used to investigate hit and run collisions, homicides, aggravated assaults, abductions, thefts, and other cases.

<sup>13</sup> If DHSMV operated a red light camera program, the revenue distribution would be \$100 to the General Revenue Fund, \$10 to the Department of Health Emergency Medical Services Trust Fund, \$3 to the Brain and Spinal Cord Injury Trust Fund, and \$45 to the local government.



**Exhibit 4**  
**Red Light Camera Revenues Have Increased Significantly Since Fiscal Year 2010-11**

Revenue Allocations	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13
General Revenue Fund	\$16,666,670	\$43,070,985	\$52,663,609
Department of Health Emergency Medical Services Trust Fund <sup>1</sup>	2,379,860	6,143,495	7,534,049
Brain and Spinal Cord Injury Trust Fund	728,321	1,851,361	2,257,262
County or Municipality <sup>2,3</sup>	17,868,841	46,143,833	56,435,169
<b>Total</b>	<b>\$37,643,692</b>	<b>\$97,209,674</b>	<b>\$118,890,089</b>

<sup>1</sup> Prior to enactment of Ch. 2012-181, *Laws of Florida*, these funds were deposited into the Department of Health Administrative Trust Fund.

<sup>2</sup> Although they were active during Fiscal Year 2012-13, due to registration issues, red light camera programs operating in Duval County did not remit revenues to the Department of Revenue until January 2014; these revenues are not included in the table.

<sup>3</sup> County or municipality amounts are extrapolated from the total amount based on the known proportion received by the Department of Revenue. Source: OPPAGA analysis of Department of Revenue data.

Of the local governments that reported revenues to the Department of Revenue in Fiscal Year 2012-13, a small number of jurisdictions accounted for a large portion of the \$56.4 million in local red light camera revenues. During the period, 6 jurisdictions accounted for 30% of total local revenues, 10 jurisdictions accounted for 40%, and 15 jurisdictions accounted for 51%. (See Exhibit 5.)

**Exhibit 5**  
**Fifteen Jurisdictions Accounted for Half of Local Revenue from Red Light Camera Violations in Fiscal Year 2012-13**

Jurisdiction	Jurisdiction Revenue	Cumulative Percentage of Total Revenue to Jurisdictions
1. Miami	\$5,841,750	10%
2. Miami Gardens	2,889,975	15%
3. Tampa	2,786,695	20%
4. Apopka	1,835,625	24%
5. North Miami	1,822,345	27%
6. Orlando	1,725,300	<b>30%</b>
7. Hollywood	1,587,225	33%
8. Boca Raton	1,435,173	35%
9. St Petersburg	1,433,043	38%
10. Aventura	1,423,125	<b>40%</b>
11. Hillsborough County	1,317,810	43%
12. Kissimmee	1,310,775	45%
13. Sweetwater	1,254,290	47%
14. Fort Lauderdale	1,217,546	49%
15. Brooksville	1,114,650	<b>51%</b>

Source: OPPAGA analysis of Department of Revenue data.

**Nearly 50% of fines collected by local governments are used to pay red light camera vendors.** Jurisdictions responding to OPPAGA’s survey reported that their largest red light program expense is payments to vendors, which accounted for 49% of total money collected through red light violations over a three-year period. A majority of respondents (78%) reported excess revenue after payments to vendors and other program expenses. However, some jurisdictions (16%) have had difficulty generating sufficient revenue to make payments to vendors and have accrued outstanding balances. Of the respondents that had excess revenues, 76% reported that they allocate these funds to a general revenue fund. Other uses of excess revenue included public safety/police (14%) and road repair and maintenance and other municipal services (5%).

To examine the financial arrangement between jurisdictions and red light camera vendors, we reviewed 36 contracts and city ordinances from 20 unique jurisdictions.<sup>14</sup> We found that jurisdictions typically pay vendors between \$4,250 and \$4,750 per camera, per month. These payments cover costs associated with site selection; camera installation, operation, and maintenance; review of possible violations; violation issuance; payment collection; data collection; and customer service. In general, fees are fixed for the duration of a contract, although unit prices can increase based on changes in the Consumer Price Index.

Contracts vary in length, but generally range from three to five years with the option to extend for additional shorter terms (e.g., five years). Typically, contracts are approved and signed by the jurisdiction's governing entity (e.g., city council or county commission) and include terms and conditions for early termination. Contracts often state that either party may terminate the contract at any time without penalty for several reasons.

- State or federal statutes are amended to prohibit the operation of red light cameras or make it impractical to operate red light cameras or impose restrictions on revenues and uses contrary to the agreement.
- A court rules that a jurisdiction's red light camera program is invalid or inadmissible as evidence or makes it impracticable to operate red light cameras.
- A vendor fails to pay revenues to the jurisdiction as required by the contract.
- The other party commits any material breach of the contract.

If a jurisdiction terminates its contract with the vendor for any other reason, it may be required to pay an early termination fee. The vendor may charge a fee calculated on a per month, per fixed camera location basis for each month remaining in the contract. In other instances, the early termination fee is based on a lump sum per camera amount calculated on a pro rata basis depending on the number of months remaining in the contract.

### *What has been the experience in other states with red light camera programs?*

**Estimates of the safety effects of other states' red light camera programs vary considerably.** As of December 2013, 502 communities in the U.S. had red light camera programs. The experiences of other states and jurisdictions that have implemented red light camera programs vary widely. Many studies have concluded that red light cameras are effective at improving public safety, while some have drawn the opposite conclusion. Still many others have yielded inconclusive results about the safety effectiveness of red light camera programs.

For example, a 2002 study conducted in Oxnard, California found that injury crashes declined by 29%, angle crashes declined by 32%, and overall crash severity decreased by 68% at red light camera intersections.<sup>15</sup> Conversely, a study published in 2002 on Greensboro, North Carolina's program found a 40% increase in total crashes, a 40% to 50% increase in property damage and possible injury crashes, and a statistically significant increase in rear-end crashes at red light camera intersections.<sup>16</sup> Moreover, a study released in 2012 on Las Cruces, New Mexico's program reported inconclusive findings. The study's authors found positive traffic safety effects from red light cameras at one

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<sup>14</sup> Some jurisdictions had multiple contracts available due to contract amendments or extensions since program inception.

<sup>15</sup> Retting, R. and S. Kyrchenko. "Reductions in injury crashes associated with red light camera enforcement in Oxnard, California." *American Journal of Public Health* 92(11): 1822-1825. 2002.

<sup>16</sup> Burkey, M.I. and K. Obeng. "A Detailed Investigation of Crash Risk Reduction Resulting From Red Light Cameras in Small Urban Areas." Updated Final Report. Urban Transit Institute, North Carolina Agricultural/Technical State University, Greensboro, July 2004.

intersection, negative traffic safety effects at two other intersections, and inconclusive results at another intersection.<sup>17</sup>

**Red light camera research results differ due to wide variation in factors examined; many studies have been limited by methodological concerns.** Many studies have reviewed the red light camera safety effectiveness literature and concluded that there is no well-accepted consensus on whether red light cameras are effective at improving public safety because of wide variation in research techniques and considerations. Studies differ significantly across many factors, including

- type of accident considered;
- degree to which accident severity is considered;
- area of study (e.g., camera intersections only versus jurisdiction-wide);
- use and designation of comparison intersections;
- treatment type (e.g., cameras only versus cameras plus warning signs);
- sample size;
- geographic location and scope (e.g., street-wide versus jurisdiction); and
- statistical procedure.<sup>18</sup>

Moreover, most red light camera effectiveness studies to date have been limited by methodological difficulties that raise questions about their conclusions. Two significant methodological concerns found in the literature are regression to the mean and spillover effects. Regression to the mean is the statistical tendency for locations chosen because of high crash histories to have lower crash frequencies in subsequent years even without treatment. Studies of red light camera effectiveness that do not account for regression to the mean are likely to result in exaggerated positive effects of red light cameras. Conversely, failure to account for spillover effects may lead to an underestimation of red light camera benefits. Spillover effects refer to cases where the installation of a red light camera system at isolated locations may influence the behavior of motorists at any given traffic signal in a jurisdiction.

According to the National Cooperative Highway Research Program, a proper red light camera safety evaluation should employ a robust study design that uses multiple years of valid crash and roadway data (e.g., weather conditions and traffic volume), accounts for other factors that may cause changes in crash frequency, and employs defensible statistical procedures. The evaluation should consider not only the effects on overall crash frequency, but also the effects on crashes by type and severity. In most cases, some form of a comparison group of sites without red light cameras will be needed to account for other factors that may affect the frequency of crashes at red light camera locations.

### ***How many violations and crashes are occurring in Florida jurisdictions with red light camera programs?***

**Notices of violation and uniform traffic citations issued by jurisdictions with red light camera programs have increased significantly since Fiscal Year 2010-11.**<sup>19</sup> Based on OPPAGA survey results, notices of violation issued and notices of violation paid increased significantly from Fiscal Year 2010-11 to Fiscal

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<sup>17</sup> Moghimi, A., S. Meyer, A. Muhanga, K. Padilla, and H. Sohn. "Assessment of Impact of City of Las Cruces Safe Traffic Operations Program on Intersection Traffic Safety Before-and-After Analysis of Crash and Violation Data Preliminary Report." A Report on Research Sponsored by City of Las Cruces Public Works Department, August, 2012.

<sup>18</sup> Statistical procedures have included simple before-and-after comparisons, control group methods, and statistical modeling.

<sup>19</sup> Based on data from 27 survey respondents that provided complete responses to the questions on notices of violation and uniform traffic citations

Year 2011-12, and increased slightly from Fiscal Year 2011-12 to Fiscal Year 2012-13.<sup>20</sup> Specifically, notices of violation issued increased by 72% from Fiscal Year 2010-11 to Fiscal Year 2011-12, but increased by only 4% from Fiscal Year 2011-12 to Fiscal Year 2012-13. With regard to uniform traffic citations, the number increased by 267% from Fiscal Year 2010-11 to Fiscal Year 2011-12, and then decreased by 49% from Fiscal Year 2011-12 to Fiscal Year 2012-13.<sup>21</sup> (See Exhibit 6.)

**Exhibit 6**

**Notices of Violation and Uniform Traffic Citations Increased Significantly in the First Year of Red Light Camera Program Implementation but Have Recently Experienced Smaller Increases or Have Decreased**

Action	Percentage Change from FY 2010-11 to FY 2011-12	Percentage Change from FY 2011-12 to FY 2012-13
Notices of Violation Issued	+72%	+4%
Notices of Violation Paid	+81%	+9%
Notices of Violation Dismissed	+38%	-8%
Uniform Traffic Citations Issued	+267%	-49%

Source: 2013 OPPAGA Red Light Camera Local Jurisdiction Survey.

**Crashes resulting in fatalities decreased at red light camera intersections on state roads but rear-end and angle crashes increased.** The crash data available to OPPAGA forms the foundation of information necessary to conduct a robust estimation of red light camera safety effects. Due to the methodological issues described earlier, the available data has some limitations, which restricted our analysis to pre- and post-camera installation comparisons. The use of this data affects our ability to draw definitive conclusions regarding the safety effectiveness of red light cameras. However, we can use the data to examine overall crash trends in recent years at red light camera intersections.

Jurisdictions that operate red light camera programs do not uniformly gather or report crash data specific to red light camera intersections. Thus, OPPAGA had to rely upon crash data for red light camera intersections on state roads. To examine crash activity in Florida jurisdictions that have red light camera programs, we reviewed data on fatalities, injuries, crashes by type (e.g., rear-end, angle, sideswipe, etc.), and other characteristics of crashes that occurred at 230 intersections; the data was provided by the Department of Transportation.<sup>22</sup> The intersections have red light cameras that cover at least one state-owned road and are located across 18 counties. For each of the intersections, the data cover a period of 21 and 36 months before the camera activation date to between 21 and 36 months after activation.<sup>23</sup> We calculated before and after differences and percentage changes in crashes, fatalities, and injuries for each intersection statewide and by county.<sup>24</sup>

<sup>20</sup> A notice of violation for red light running must be sent to the registered owner of the motor vehicle involved in the violation within 30 days after the violation. The violator must pay the penalty of \$158 or request a hearing within 60 days following the date of the notification in order to avoid the issuance of a traffic citation.

<sup>21</sup> A uniform traffic citation is issued if a violator does not pay the penalty, furnish an affidavit in accordance with s. 316.0083(1)(d), F.S., or request a hearing within 60 days of issuance of the notice of violation.

<sup>22</sup> A large portion of the data originates from the DHSMV *Florida Traffic Crash Report - Long Form*, which is completed by local law enforcement officers for each crash that involves driver and/or pedestrian injury, driver and/or pedestrian fatality, is alcohol- or drug-use-related, and/or involved someone not remaining at the scene of the accident. Crash reports are submitted to DHSMV electronically or by mail on a weekly basis; the department enters the data into a database and regularly shares the database with DOT. DOT staff has combined the DHSMV data with other DOT data for red light camera intersections on state roads.

<sup>23</sup> The length of the query period ranges from 21 to 36 months for the “before red light camera” and “after red light camera” periods because data availability varies across jurisdictions.

<sup>24</sup> The earliest camera activation date was April 1, 2007, and the latest camera activation date was August 3, 2011. The before and after differences represent crash trends over a period of three and a half to six years for intersections with red light cameras.

When examining crashes by type at red light camera intersections on state roads, we determined that statewide, crashes resulting in a disregarded traffic signal citation decreased by 19% and those resulting in fatalities decreased by 49%. However, angle crashes (the crashes most commonly associated with *red light running*) increased by 22% at red light camera intersections. In addition, rear-end crashes (the crashes most commonly associated with the *presence of red light cameras*) increased statewide by 35% at red light camera intersections during the study period.<sup>25</sup> Total crashes at these intersections also increased by 12%. It should be noted that there were significant decreases in crashes not typically identified as associated with red light running; these include sideswipe and head-on crashes. (See Exhibit 7.)

**Exhibit 7**

**Crashes Resulting in Fatalities Decreased at Red Light Camera Intersections on State Roads; Rear-End, Angle, and Total Crashes Increased<sup>1</sup>**

Crash Data		Number Before Camera Activation	Number After Camera Activation	Difference (Percentage) <sup>2</sup>
Rear End, Angle, and Other Crashes	Rear-End Crashes	4,032	5,454	1,422 (+35%)
	Angle Crashes	1,560	1,909	349 (+22%)
	Sideswipe Crashes	987	154	-833 (-84%)
	Head-On Crashes	363	262	-101 (-28%)
	Other Crashes	2,907	3,256	349 (+12%)
<b>Rear End, Angle, and Other Crashes Total</b>		<b>9,849</b>	<b>11,035</b>	<b>1,186 (+12%)</b>
Crash Results <sup>3</sup>	Crashes Resulting in Fatalities	37	19	-18 (-49%)
	Crashes Resulting in Injuries	5,091	5,023	-68 (-1%)
	Crashes Resulting in Failure-to-Yield Citation	975	1,032	57 (+6%)
	Crashes Resulting in Disregarded Traffic Signal Citation	491	396	-95 (-19%)

<sup>1</sup> Left-turn crashes were not reported for any intersections in the database used for the analysis.

<sup>2</sup> Weighted monthly averages of the crash data were calculated for before and after camera activation time periods and resulted in the same percent difference values.

<sup>3</sup> The crash data in the last four rows represent crash outcome rather than type. The data in these rows should not be summed because one crash may yield multiple outcomes.

Source: OPPAGA analysis of Department of Transportation data.

**Among the counties with red light camera intersections on state roads, nearly 40% had increases in rear-end and angle crashes.**<sup>26</sup> Seven of the 18 counties that we examined experienced increases in both rear-end and angle crashes during the study period, and 5 counties experienced decreases in both types of crashes. (See Exhibit 8.) Two counties did not experience a change in either type of crash, and four counties experienced mixed results.

Most of the increases in rear-end and angle crashes occurred in two counties: Miami-Dade County and Broward County. Miami-Dade County accounted for 71% and 76% of the statewide increases in rear-end and angle crashes, respectively. Broward County accounted for 24% and 17% of the statewide increases in rear-end and angle crashes, respectively. The two counties accounted for 95% of the statewide increase in rear-end crashes and 93% of the statewide increase in angle crashes.

<sup>25</sup> DHSMV's 2013 report on jurisdictions operating red light camera programs found that "although most jurisdictions reported a decrease in crashes at intersections with red light cameras, the crash data maintained by the Department indicates that crashes at traffic control signal intersections typically increased, both statewide and in the surveyed jurisdictions." According to the report, the increase was 21% from 2011 to 2012 for all signalized intersections.

<sup>26</sup> Our analysis does not include red light camera programs that are implemented exclusively on local (not state-owned) roads and therefore is not representative of all jurisdictions with red light camera programs.

**Exhibit 8**

**When Comparing Crashes Pre- and Post-Red Light Camera Activation, Seven Counties Experienced Increases in Rear-End and Angle Crashes and Five Counties Experienced Decreases in Both Types of Crashes**

County	Rear-End Crashes		Angle Crashes	
	Before-After Difference (Percentage Change)		Before-After Difference (Percentage Change)	
Brevard	1	(+8%)	NA <sup>1</sup>	
Broward	378	(+40%)	71	(+30%)
Clay	3	(+20%)	3	(+60%)
Miami-Dade	1,126	(+61%)	314	(+31%)
Pasco	11	(+10%)	3	(+15%)
Pinellas	4	(+9%)	9	(+69%)
Santa Rosa	20	(+400%)	4	(+200%)
Collier	-17	(-40%)	-5	(-45%)
Hillsborough	-98	(-26%)	-5	(-7%)
Marion	-4	(-80%)	-1	(-100%)
Orange	-21	(-10%)	-19	(-25%)
Seminole	-4	(-57%)	-2	(-67%)

<sup>1</sup> There were no angle crashes at locations with red light cameras in the pre-activation period; therefore, the percentage change cannot be calculated.

Source: OPPAGA analysis of Department of Transportation data

***Are there options for modifying red light camera programs in Florida?***

Since the implementation of the Mark Wandall Traffic Safety Program in 2010, Florida’s red light camera programs have continued to be of interest to policymakers. Most recently, the 2013 Legislature took action to improve the state’s red light camera programs. Chapter 2013-160, *Laws of Florida*, provided guidance to the Department of Highway Safety and Motor Vehicles and local governments as to what constitutes a “careful and prudent manner” for issuing a red light camera citation for a right-on-red violation. In addition, the law allows a person issued a notice of violation for a red light camera violation to elect to receive a hearing within 60 days of the notice of violation and provides that no payment or fee may be required in order to receive the hearing. To facilitate the hearings, local governments may use currently appointed code enforcement boards or special magistrates.

The Legislature could consider additional options for further enhancing jurisdictions’ implementation of red light camera programs, including ensuring that cameras are the appropriate method for reducing red light running, improving the quality of program data to facilitate robust evaluations of safety effectiveness, and standardizing operational and fiscal procedures. These options include modifying the permitting process, establishing operational standards, enhancing data reporting, and clarifying the use of red light camera program revenues. (See Exhibit 9.)

An important consideration in evaluating these options is their impact on local governments. For example, requiring countermeasures and traffic engineering studies would have a fiscal impact on jurisdictions.<sup>27</sup> Increasing reporting requirements would also likely increase costs to local governments, due to expenses associated with gathering and tracking detailed information for every intersection with a red light camera. In addition, some counties and municipalities may view mandating a traffic engineering study and restricting the use of red light camera program revenues as impeding upon their home rule authority.

<sup>27</sup> DOT estimates the cost of a traffic engineering study to be \$6,000 to \$8,000 per intersection.

**Exhibit 9**

**The Legislature Could Consider Options for Further Modifying the State's Red Light Camera Programs**

**MODIFY THE PERMITTING PROCESS**

**OPTION 1 – Require local jurisdictions seeking permits from the Department of Transportation (DOT) to provide demonstrable evidence that there is a genuine safety need for the use of a red light camera at an intersection; DOT should develop the criteria for what constitutes acceptable demonstrable evidence**

Demonstrable evidence could include the

- accident rate for the intersection;
- rate of red light violations occurring at the intersection (number of violations per number of vehicles);
- difficulty experienced by law enforcement officers in patrol cars or on foot in apprehending violators;
- ability of law enforcement officers to apprehend violators safely within a reasonable distance from the violation; and
- evidence of implementation of countermeasures.

**ESTABLISH OPERATIONAL STANDARDS**

**OPTION 2 – Require local jurisdictions to conduct a traffic engineering study prior to installation of a red light camera; DOT should determine what elements are to be included in the study**

The engineering study could include information regarding

- the current clearance intervals (yellow and all-red);
- whether the signal is coordinated with other signals along the corridor; and
- the current condition of other safety features (e.g., lane markings, speed limits, and signage).

**OPTION 3 – Establish a penalty for local jurisdictions determined to be out of compliance with DOT yellow light change interval standards**

**OPTION 4 – Establish a uniform standard to be used by local jurisdictions that enforce right turn on red violations at red light camera intersections**

**ENHANCE DATA REPORTING**

**OPTION 5 – Ensure compliance with current statutory reporting requirements by establishing a penalty for jurisdictions that do not report complete data by September 30 each year**

**OPTION 6 – Require local jurisdictions to annually report specific data, by intersection**

Data points should include the

- number of intersections and approaches to intersections with red light cameras;
- number of crashes by type (e.g., angle and rear-end) and by contributing factor (e.g., disregarded traffic signal and failure to yield);
- number of violations recorded, adjudicated, and appealed; and
- total amount of fines issued and fines paid.

**OPTION 7 – Direct the Department of Highway Safety and Motor Vehicles to collaborate with DOT to analyze and annually report crash data for red light camera intersections on state roads**

**CLARIFY USE OF REVENUE**

**OPTION 8 – Restrict local jurisdictions' use of surplus revenue from red light cameras to public or traffic safety expenditures**

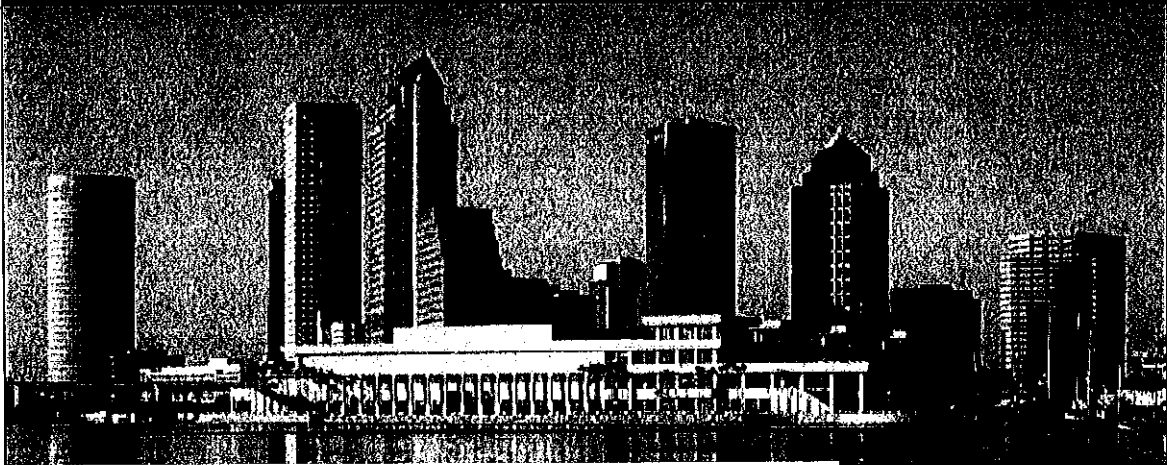
Source: OPPAGA analysis.

**Bridgett McCormick**

---

**From:** Tampa Downtown Partnership <lremund@tampasdowntown.com>  
**Sent:** Friday, February 14, 2014 9:53 AM  
**To:** Bridgett McCormick  
**Subject:** Downtown Security Network Series - Kickoff Event - March 5, 2014

# 2014 Downtown Security Network Series



## Downtown Security Network Series

*Kickoff Event*

**"Securing Downtown Tampa"**

**Wednesday, March 5, 2014**

Port Tampa Bay, Terminal 3

Quick links



Contact Us

400 N. Ashley Drive  
Suite 2125  
Tampa, Florida 33602

(813)-221-3686

Brought to you by





**8:00 a.m. - Networking & Registration**

**8:30 a.m. - 9:30 a.m. - Program**

**Breakfast Buffet**

**Guest Panel Speakers:**

**Chief Jane Castor**

Tampa Police Department

**Chief Thomas Forward**

Tampa Fire Rescue

**Mark Dubina**

Director of Security, Port Tampa Bay

Department of Homeland Security

FBI

**[Click Here to Register](#)**

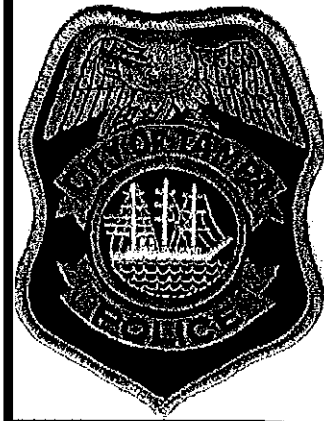
(seating is limited)

**Sponsorship Opportunities Available**

For more information, contact Lynda Remund at  
(813) 221-3686 or [Lremund@tampasdowntown.com](mailto:Lremund@tampasdowntown.com)

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and press releases, corporate table with prominent seating for 8 at all four Series events

**- Event Sponsor - \$500 -**

Company name/logo recognition at event and on event notices and program, corporate table with prominent seating for 8 at event

**SAVE THE DATES**

**2014 DSN Series**

***Tampa's Fight Against  
Human Trafficking***

Tuesday, April 29

8:00 a.m. - 9:30 a.m.

[Click here to register](#)

***Travel - Is It Really Safe?***

Tuesday, July 29

8:00 a.m. - 9:30 a.m.

[Click here to register](#)

***Tampa's Homeless***

Tuesday, October 28

8:00 a.m. - 9:30 a.m.

[Click here to register](#)

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Tampa Downtown Partnership | 400 N. Ashley Drive | Suite 2125 | Tampa | FL | 33602

## **Bridgett McCormick**

---

**From:** Ali Glisson  
**Sent:** Monday, February 17, 2014 9:57 AM  
**To:** Youker, Ethan  
**Cc:** Thomas Snelling; Bridgett McCormick  
**Subject:** RE: Friendly Reminder ( Meeting with Mayor Buckhorn)

Hi Ethan,

I did pass the note along to the mayor. However, as you can imagine with recent travel and his already very busy schedule, he is unavailable to meet with Mrs. Lise.

Additionally, please note that Hillsborough County – not the City of Tampa - handles all social services. However, I am copying Thomas Snelling, our Planning and Land Development Director, who is involved on behalf of the city with various housing initiatives who might be a good contact in the future.

Thanks,  
Ali

---

**From:** Youker, Ethan [<mailto:ethan@970wfla.com>]  
**Sent:** Friday, February 14, 2014 10:16 AM  
**To:** Ali Glisson  
**Subject:** FW: Friendly Reminder ( Meeting with Mayor Buckhorn)

Ali: Just following up on this request from Phyllis Lise of Dressing Angels. Bob was out of town the first time she reached out and you mentioned that you'd get him her request. Just passing along...thanks!

---

**From:** Phyllis Lise [<mailto:dressingangels@yahoo.com>]  
**Sent:** Friday, February 14, 2014 10:12 AM  
**To:** Youker, Ethan; [jharris3@tampabay.rr.com](mailto:jharris3@tampabay.rr.com)  
**Subject:** Friendly Reminder ( Meeting with Mayor Buckhorn)

**Good morning Ethan & Jack**

**Just a friendly reminder,**

**I'm following up from my email 3 weeks ago advising to meet with Mayor Buckhorn about speaking in our inner Cities about mental illness and the warning signs. 3 weeks ago Ethan you forwarded a email to me from Mr. Buckhorn's Press Secretary stating that Mr. Buckhorn was out of town and upon his return to Tampa he (Press Sectary) would speak to the Mayor on my behalf in reference to my charity.**

**Also I was wondering if maybe Mr. Harris had an opportunity to speak to Mayor Buckhorn at the Mayor's hour taping about my charity for the Mentally Ill.**

**I would be honored to sit down and speak with Mayor Buckhorn about my charity and what my charity does for the mentally ill.**

**I received a email Feb 3, 2014 from Sharon Subadan the Deputy County Administrator's Manager of Special Projects for Hillsborough County Ray Reed advising to me that Sharon Subandan asked him to reach out to my charity to provide clothing & shoes for 180 homeless men, because Hillsborough County has acquired a**

**180 bed facility across the street from the Orient Road jail, however they are in the beginning stages of Renovating the building to house 180 homeless men. And upon the renovation's completion in a couple of months Hillsborough County would like my charity to provide the clothing & shoes to the 180 homeless men on a ongoing basis. I'm so honored to be able to help the homeless.**

**Thank you Ethan & Mr. Harris I look forwarding to hearing from you soon!**

Phyllis T. Lise - Founder  
813-498-7967  
Wesley Chapel, FL 33544  
<http://www.dressingangels.org/>

**Bridgett McCormick**

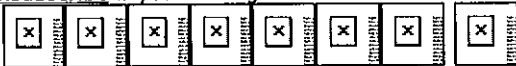
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**From:** lesa@homelessofhc.org on behalf of Lesa Weikel, Community Relations Manager <lesa@homelessofhc.org>  
**Sent:** Monday, February 17, 2014 1:10 PM  
**To:** Bridgett McCormick  
**Subject:** Training Opportunities

Having trouble viewing this email? [Click here](#)

Hi, just a reminder that you're receiving this email because you have expressed an interest in Tampa Hillsborough Homeless Initiative. Don't forget to add lesa@homelessofhc.org to your address book so we'll be sure to land in your inbox!

You may [unsubscribe](#) if you no longer wish to receive our emails.



## TAMPA HILLSBOROUGH HOMELESS INITIATIVE

### TRAINING OPPORTUNITIES

Join us on **Monday, February 24, 2014** for two trainings around components of the Coordinated Intake and Assessment process. Both trainings will be held at ACTS, 4612 N. 56th Street, Tampa.

**2:00 to 3:30 p.m. - Prevention / Diversion Interview**

Best practices indicate that to reduce and end homelessness the first step is to help keep people from becoming literally homeless and entering the homeless system of care - through prevention and diversion processes. This training will teach you how to conduct an effective prevention /diversion interview and use the interview to direct people to these types of programs. This is an important component to the Coordinated Intake and Assessment (CI&A) process, as CI&A is focused on coordinating access to housing and services after someone becomes homeless.

**3:45 p.m. to 4:30 p.m. - Prioritizing Access to Permanent Support Housing (PSH) and Rapid Rehousing using the VI-SPDAT\* assessment**

Training will focus on how to identify the literally homeless households with the greatest needs using the VI-SPDAT\* assessment tool.

**WHO should Attend:** Training is targeting program managers,

supervisors and direct service staff of HUD CoC-funded projects, other organizations serving as an entry point into the homeless shelter system, and others interested in learning about how people experiencing a housing crisis access assistance.

**WHY you NEED to Attend:** Beginning March 3, 2014, **only** those households in Hillsborough County with a completed VI-SPDAT\* entered into the Homeless Management Information System (aka UNITY Information Network) will be **eligible** for permanent supportive housing and rapid rehousing services funded through HUDs' Continuum of Care (CoC) or Emergency Solutions Grant Programs. This restriction may be extended to CoC-funded transitional housing and other funded beds.

**How to Register:** No registration required to attend either of these trainings.

*\* VI-SPDAT: A tool that combines the strengths of two widely used existing assessments: The Vulnerability Index, developed by Community Solutions, which helps determine the acuity of homeless individuals; and, the Service Prioritization Decision Assistance Tool, developed by OrgCode Consulting, helps service providers allocate resources in a logical, targeted way.*

#### FUNDED BY:

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

Children's Board of Hillsborough County

Hillsborough County Housing Finance Authority

Tampa Hillsborough Homeless Initiative | 813-223-6115 | [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) | <http://www.homelessofhc.org>

1414 N Marion Street  
Tampa, FL 33602

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Homeless Coalition of Hillsborough County | 1414 N Marion Street | Tampa | FL | 33602



**Bridgett McCormick**

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**From:** Intergovernmental Affairs <LocalGovernment@who.eop.gov>  
**Sent:** Tuesday, February 18, 2014 11:38 AM  
**Subject:** Invitation to a Call with HUD Secretary Shaun Donovan - Wednesday, February 19



You are cordially invited to a call with U.S. Secretary of Housing and Urban Development Shaun Donovan and the White House Office of Intergovernmental Affairs on **Wednesday, February 19, at 3:00 pm EST** to discuss the Obama Administration’s commitment to ending homelessness among veterans.

This conversation is a follow-up to the discussion between Cabinet members and Mayors during the Mayors Day at the White House on January 23.

**Call Details:**

**Date:** Wednesday, February 19

**Time:** 3:00 pm EST

**Call-in:** (877) 777-1971

**Passcode:** Please ask the operator to join the “White House Mayors Call”

**RSVP:** Please [RSVP online](#) to participate in the call.

This call is off the record and not for press purposes.

We look forward to speaking with you on Wednesday.

## **Bridgett McCormick**

---

**From:** John Thomas <JThomas@flcities.com>  
**Sent:** Wednesday, February 19, 2014 10:36 AM  
**To:** 'Hand, Chris'; Alan Morley; Arnie Alonso, Chief of Staff ; Bridgett McCormick; Deborah Stevenson; Ellen McDowell, Manager Administrative Support; Eric Duran, Assistant to the Mayor; Kathleen R. Russell, Director ; Kathy Scanlon; Lee Feldman; Lissette Franco, Assistant to the Mayor; Mario Rubio, State Affairs Liaison; Safeea Ali, Assistant to the Mayor; Sarah Patent Executive Assistant to the Mayor  
**Cc:** Jenny Anderson; Scott Dudley  
**Subject:** Homelessness bill  
**Attachments:** 0979.pdf

Please see attached a bill on homelessness that is consistent with the policy adopted by the mayors. I would like to hear back from each of you **as soon as possible today**.

Tomorrow at 11 a.m. the sponsors of the bill, Sen. Latvala, and Rep. Peters will hold a press conference on this issue and would like those mayors that will be in town to participate in the press conference.

**Please forward to the appropriate policy person in your city as soon as possible and respond to me TODAY**

John Charles Thomas  
Director, Communications & Political Initiatives  
P.O. Box 1757  
Tallahassee, FL 32302  
(850) 222-9684  
(850) 222-3806 fax

1                                   A bill to be entitled  
2           An act relating to homelessness; amending s. 420.606,  
3           F.S.; revising legislative findings; requiring the  
4           Department of Economic Opportunity to provide training  
5           and technical assistance to certain designated lead  
6           agencies of homeless assistance continuums of care;  
7           requiring that the provision of such training and  
8           assistance be delegated to certain nonprofit entities;  
9           conforming provisions to changes made by the act;  
10          amending s. 420.622, F.S.; requiring the department to  
11          establish award levels for "Challenge Grants";  
12          specifying criteria to determine award levels;  
13          requiring the department, after consultation with the  
14          Council on Homelessness, to specify a grant award  
15          level in the notice of solicitation of grant  
16          applications; revising qualifications for the grant;  
17          specifying authorized uses of grant funds; requiring a  
18          lead agency that receives a grant to submit a report  
19          to the department; amending s. 420.9073, F.S.;  
20          requiring the Florida Housing Finance Corporation to  
21          distribute to the department and the Department of  
22          Children and Families certain funds from the Local  
23          Government Housing Trust Fund for the purpose of  
24          providing support, training, and technical assistance  
25          to designated lead agencies of continuums of care;  
26          providing an effective date.

Page 1 of 7

CODING: Words ~~stricken~~ are deletions; words underlined are additions.

hb0979-00

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Be It Enacted by the Legislature of the State of Florida:

Section 1. Subsections (1) through (3) of section 420.606, Florida Statutes, are amended to read:

420.606 Training and technical assistance program.—

(1) LEGISLATIVE FINDINGS.—In addition to the legislative findings set forth in s. 420.6015, the Legislature finds and declares that:

(a) Housing in economically declining or distressed areas is frequently substandard and is often unaffordable or unavailable to homeless persons, very-low-income persons, and low-income persons;

(b) Community-based organizations often have limited experience in development of quality housing for homeless persons, very-low-income persons, and low-income persons in economically declining or distressed areas; ~~and~~

(c) The staffs and board members of community-based organizations need additional training in housing development as well as technical support to assist them in gaining the experience they need to better serve their communities; ~~and~~

(d) The staffs of state agencies and local governments, whether directly involved in the production of affordable or available housing or acting in a supportive role, can better serve the goals of state and local governments if their expertise in housing development is expanded.

53 (2) PURPOSE.—The purpose of this section is to provide  
 54 community-based organizations, ~~and~~ staff of state and local  
 55 governments, and designated lead agencies of homeless assistance  
 56 continuums of care with the necessary training and technical  
 57 assistance to meet the needs of homeless persons, very-low-  
 58 income persons, low-income persons, and moderate-income persons  
 59 for standard, affordable housing.

60 (3) TRAINING AND TECHNICAL ASSISTANCE PROGRAM.—The  
 61 Department of Economic Opportunity shall be responsible for  
 62 securing the necessary expertise to provide training and  
 63 technical assistance to:

64 (a) Staff of local governments, to staff of state  
 65 agencies, as appropriate, ~~and~~ to community-based organizations,  
 66 and to persons forming such organizations, which are formed for  
 67 the purpose of developing new housing and rehabilitating  
 68 existing housing that ~~which~~ is affordable for very-low-income  
 69 persons, low-income persons, and moderate-income persons.

70 1.(a) The training component of the program shall be  
 71 designed to build the housing development capacity of community-  
 72 based organizations and local governments as a permanent  
 73 resource for the benefit of communities in this state.

74 a.1. The scope of training must ~~shall~~ include, but need  
 75 not be limited to, real estate development skills related to  
 76 affordable housing, including the construction process and  
 77 property management and disposition, the development of public-  
 78 private partnerships to reduce housing costs, model housing

79 projects, and management and board responsibilities of  
 80 community-based organizations.

81 ~~b.2.~~ Training activities may include, but are not limited  
 82 to, materials for self-instruction, workshops, seminars,  
 83 internships, coursework, and special programs developed in  
 84 conjunction with state universities and community colleges.

85 ~~2.(b)~~ The technical assistance component of the program  
 86 shall be designed to assist applicants for state-administered  
 87 programs in developing applications and in expediting project  
 88 implementation. Technical assistance activities for the staffs  
 89 of community-based organizations and local governments who are  
 90 directly involved in the production of affordable housing may  
 91 include, but are not limited to, workshops for program  
 92 applicants, onsite visits, guidance in achieving project  
 93 completion, and a newsletter to community-based organizations  
 94 and local governments.

95 (b) Designated lead agencies of homeless assistance  
 96 continuums of care which receive operating or other support  
 97 under s. 420.9073(7) from the Department of Children and  
 98 Families to provide or secure housing, programs, and other  
 99 services for homeless persons. Such training and technical  
 100 assistance must be provided by a nonprofit entity that meets the  
 101 requirements for providing training and technical assistance  
 102 under s. 420.531.

103 Section 2. Subsection (4) of section 420.622, Florida  
 104 Statutes, is amended to read:

105 420.622 State Office on Homelessness; Council on  
 106 Homelessness.—

107 (4) ~~Not less than 120 days after the effective date of~~  
 108 ~~this act,~~ The State Office on Homelessness, with the concurrence  
 109 of the Council on Homelessness, may accept and administer moneys  
 110 appropriated to it to provide annual "Challenge Grants" ~~annually~~  
 111 to lead agencies of ~~for~~ homeless assistance continuums of care  
 112 designated by the State Office on Homelessness pursuant to s.  
 113 420.624. ~~A lead agency may be a local homeless coalition,~~  
 114 ~~municipal or county government, or other public agency or~~  
 115 ~~private, not-for-profit corporation.~~ The department shall  
 116 establish varying levels of grant awards ~~Such grants may be up~~  
 117 to \$500,000 per lead agency. Award levels shall be based upon  
 118 the total population within the continuum of care catchment area  
 119 and reflect the differing degrees of homelessness in the  
 120 catchment planning areas. The department, in consultation with  
 121 the Council on Homelessness, shall specify a grant award level  
 122 in the notice of the solicitation of grant applications.

123 (a) To qualify for the grant, a lead agency must develop  
 124 and implement a local homeless assistance continuum of care plan  
 125 for its designated catchment area. The continuum of care plan  
 126 must implement a coordinated assessment or central intake system  
 127 to screen, assess, and refer persons seeking assistance to the  
 128 appropriate service provider. The lead agency shall also  
 129 document the commitment of local government and private  
 130 organizations to provide matching funds in an amount equal to

131 the grant requested.

132 (b) Preference must be given to those lead agencies that  
 133 have demonstrated the ability of their continuum of care to  
 134 provide quality services to homeless persons and the ability to  
 135 leverage federal homeless-assistance funding under the Stewart  
 136 B. McKinney Act and private funding for the provision of  
 137 services to homeless persons.

138 (c) Preference must be given to lead agencies in catchment  
 139 areas with the greatest need for the provision of housing and  
 140 services to the homeless, relative to the population of the  
 141 catchment area.

142 (d) The grant may be used to fund any of the housing,  
 143 program, or service needs included in the local homeless  
 144 assistance continuum of care plan. The lead agency may allocate  
 145 the grant to programs, services, or housing providers that  
 146 implement the local homeless assistance continuum care plan. The  
 147 lead agency may provide subgrants to a local agency to implement  
 148 programs or services or provide housing identified for funding  
 149 in the lead agency's application to the department. A lead  
 150 agency may spend a maximum of 8 percent of its funding on  
 151 administrative costs.

152 (e) The lead agency shall submit a final report to the  
 153 department documenting the outcomes achieved by the grant in  
 154 enabling persons who are homeless to return to permanent housing  
 155 thereby ending such person's episode of homelessness.

156 Section 3. Present subsection (7) of section 420.9073,



157 Florida Statutes, is redesignated as subsection (8), and a new  
 158 subsection (7) is added to that section, to read:

159 420.9073 Local housing distributions.—

160 (7) Notwithstanding subsections (1)-(4), the corporation  
 161 shall first distribute 4 percent of the total amount to be  
 162 distributed each fiscal year from the Local Government Housing  
 163 Trust Fund to the Department of Children and Families and the  
 164 Department of Economic Opportunity as follows:

165 (a) The Department of Children and Families shall receive  
 166 95 percent of such amount to provide operating and other support  
 167 to the designated lead agency in each continuum of care for the  
 168 benefit of the designated catchment area as described in s.  
 169 420.624.

170 (b) The Department of Economic Opportunity shall receive 5  
 171 percent of such amount to provide training and technical  
 172 assistance to lead agencies receiving operating and other  
 173 support under paragraph (a) in accordance with s. 420.606(3).  
 174 Training and technical assistance funded by this distribution  
 175 shall be provided by a nonprofit entity that meets the  
 176 requirements for providing training and technical assistance  
 177 under s. 420.531.

178 Section 4. This act shall take effect July 1, 2014.

## **Bridgett McCormick**

---

**From:** Thomas Snelling  
**Sent:** Wednesday, February 19, 2014 5:00 PM  
**To:** JThomas@flcities.com  
**Cc:** Bridgett McCormick; Bob McDonough; RoseMary Soto  
**Subject:** RE: Homelessness bill (URGENT)  
**Attachments:** HB 979 Support letter.doc

Mr. Thomas,  
Attached please find a support letter for the passage of HB979  
Thom

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, February 19, 2014 2:28 PM  
**To:** Thomas Snelling; Deborah Stevenson  
**Subject:** FW: Homelessness bill (URGENT)

Hi Thom, Deborah,  
Per the Mayor's request, please review the attached and respond to John Thomas today.  
Thank you,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** John Thomas [<mailto:JThomas@flcities.com>]  
**Sent:** Wednesday, February 19, 2014 10:36 AM  
**To:** 'Hand, Chris'; Alan Morley; Arnie Alonso, Chief of Staff ; Bridgett McCormick; Deborah Stevenson; Ellen McDowell, Manager Administrative Support; Eric Duran, Assistant to the Mayor; Kathleen R. Russell, Director ; Kathy Scanlon; Lee Feldman; Lissette Franco, Assistant to the Mayor; Mario Rubio, State Affairs Liaison; Safeea Ali, Assistant to the Mayor; Sarah Patent Executive Assistant to the Mayor  
**Cc:** Jenny Anderson; Scott Dudley  
**Subject:** Homelessness bill

Please see attached a bill on homelessness that is consistent with the policy adopted by the mayors. I would like to hear back from each of you as **soon as possible today**.

Tomorrow at 11 a.m. the sponsors of the bill, Sen. Latvala, and Rep. Peters will hold a press conference on this issue and would like those mayors that will be in town to participate in the press conference.

**Please forward to the appropriate policy person in your city as soon as possible and respond to me TODAY**

John Charles Thomas  
Director, Communications & Political Initiatives  
P.O. Box 1757  
Tallahassee, FL 32302

(850) 222-9684  
(850) 222-3806 fax



# CITY OF TAMPA

Bob Buckhorn, Mayor

Planning and Development Department

February 19, 2014

John Charles Thomas  
Director, Communications & Political Initiatives  
P.O. Box 1757  
Tallahassee, FL 32302

Re: HB 979

Dear Mr. Thomas

The revisions proposed by HB 979 create the opportunity for homeless persons to be included in the search and acquisition of affordable, safe and decent housing. The document becomes one of inclusion for homeless individuals and embeds the need to resolve homelessness into legislative action. It also allows for the inclusion of homeless Continuums of Care (COC) to be at the table in the discussion of resolving and addressing homelessness issues.

Section 2. Subsection (4), is amended to base the grant award levels on the total population within the Continuum of Care catchment area and the differing degree of homelessness in the catchment planning area. This will allow Tampa and Hillsborough County access to a more equitable and fair share of potential award money.

Section 2. Subsection (4)(a), includes a new requirement for a coordinated assessment and central intake system to screen persons for appropriate assistance and service providers. Coordinated intake and assessment is a needed and powerful tool that will assist in appropriately providing needed services and targeting our resources more accurately. It is part of the strategic policy plan being drafted by the city of Tampa and Hillsborough County and again will assist all Continuums of Care, statewide, in their planning components to hopefully provide a permanent solution to the homelessness problem.

I urge you communicate our support to the passage of this amendment and support of HB 979

Thomas Snelling  
Mayoral Designee to the Tampa Hillsborough Homeless Initiative (THHI) Transition Board of Directors  
Planning and Development Director City of Tampa

## Bridgett McCormick

---

**From:** Florida Housing Coalition <info=flhousing.org@mail6.atl71.mcdlv.net> on behalf of Florida Housing Coalition <info@flhousing.org>  
**Sent:** Friday, February 21, 2014 4:46 PM  
**To:** Bridgett McCormick  
**Subject:** State Bills Filed to Create a Dedicated Funding Source for the Homeless

Ask your Legislators to support SB 1090 and HB 969 to provide a dedicated revenue source for homeless programs.

[View this email in your browser](#)



## Bills Filed to Create a Dedicated Revenue Source for Homeless Programs

### Good News for Housing Advocates

Senator Latvala and Representative Peters held a press conference at the Capitol on Thursday, February 20th to announce SB 1090 and its companion in the House, HB 969. These bills create a dedicated revenue source for homeless programs by using a percentage of the local government trust funds prior to distribution to the SHIP offices. **This is good news for all of housing advocates, as homelessness is a critical housing problem in Florida, and the effort to get SHIP funded should be considerably bolstered with the effort to pass SB 1090.**

SB 1090/HB 969 directs that each year a portion of the local government trust funds (SHIP) appropriations is to be distributed to the DCF for Homeless Continuums of Care to use in their catchment areas. If the full amount of SHIP is appropriated for SHIP this year, it would bring approximately \$8 million directly for the homeless programs administered by DCF ( this is in addition to the SHIP funds

that go to local SHIP offices). The more SHIP funds, the more homeless funding; the less SHIP funds, the less homeless funding.

SB 1090 /HB 969 provides no money for the homeless if SHIP is not appropriated for housing. The funding for the homeless comes from a percentage of local government trust funds appropriated to the FHFC. If the legislature does not appropriate the SHIP funds to FHFC, nothing will be appropriated for the homeless through DCF. The more SHIP goes to FHFC, the more money goes to DCF for the homeless.

So, anyone who supports SB 1090/HB 969 should be advocating to get SHIP appropriated.

**Your legislators will be in their district offices (back in town) all next week (week of February 24th)- after that they will be busy at work in Tallahassee. Make your appointment today to see your legislator or his/her legislative aide next week, if you haven't already done so. You don't need to be an expert—just someone who cares.**

If you have any questions, feel free to call Florida Housing Coalition President Jaimie Ross directly at (850) 212-0587.

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**Our mailing address is:**

Florida Housing Coalition – Tallahassee Office  
1367 E. Lafayette Street, Ste. C  
Tallahassee, FL 32301

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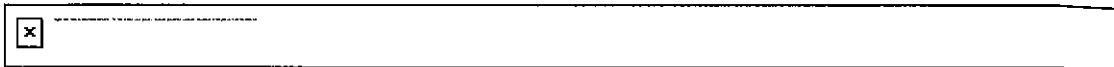
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**Our mailing address is:**  
Florida Housing Coalition – Tallahassee Office  
1367 E. Lafayette Street, Ste. C  
Tallahassee, FL 32301

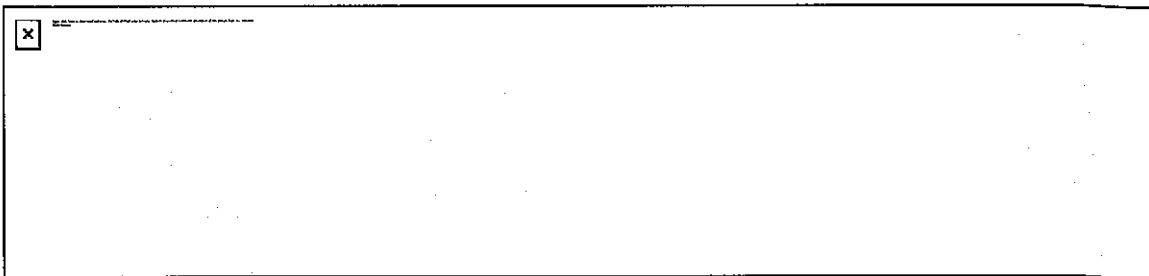
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# Bridgett McCormick

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**From:** Tampa Downtown Partnership <rradawec@tampasdowntown.com>  
**Sent:** Monday, February 24, 2014 11:45 AM  
**To:** Bridgett McCormick  
**Subject:** TDP-Monday Morning Memo - 02/24/2014



**Good Day Bridget,**

Your copy of Monday Morning Memo is ready to view. Just click on any of the sections below to begin to read this week's issue.

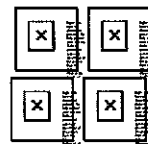
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Debriefing on Waterfront Development  
New Security Network Series  
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HCC Job Fair

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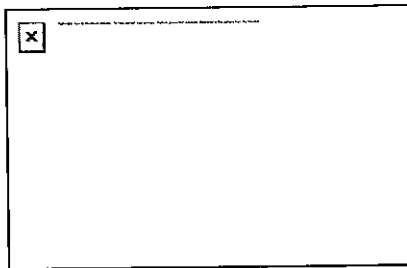
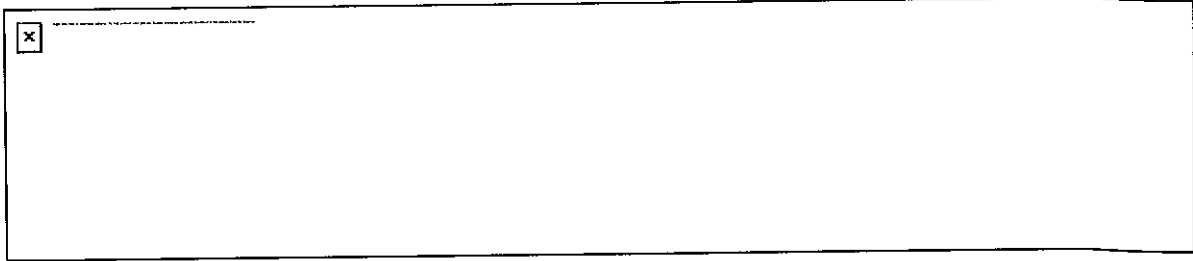
## Bridgett McCormick

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**From:** Florida Housing Coalition <info=flhousing.org@mail160.atl61.mcsv.net> on behalf of Florida Housing Coalition <info@flhousing.org>  
**Sent:** Monday, February 24, 2014 2:24 PM  
**To:** Bridgett McCormick  
**Subject:** Florida Home Matters Report 2014 Released at Sadowski Coalition Press Conference

Don't Miss the Monthly Board Update

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### **Sadowski Coalition to hold Press Conference, FHC will release "Home Matters Report 2014"**

The Sadowski Coalition will hold a press conference on **Tuesday, February 25 at 11:30 a.m.** at the Florida Realtors Tallahassee Office, to call on members of the Florida Legislature to appropriate housing trust fund monies to housing for the FY 2014-15. At the press conference, the Florida Housing Coalition will release the findings of the "**Home Matters Report 2014**," which is part of the national "Home Matters" initiative to educate the public and policymakers about the value of housing when it comes to health, education, and the economy.

Participants in the press conference include:

- Jaimie Ross, President, Florida Housing Coalition
- Phyllis Moore, SHIP Administrator, Gadsden County

- Ron Lieberman, President, Florida Home Builders Association
- Susan Pourciau, Executive Director, Big Bend Homeless Coalition
- Leticia Adams, Director of Infrastructure & Governance Policy, Florida Chamber of Commerce
- Trey Price, Public Policy Representative, Florida Realtors

Following the press conference, the Florida Housing Coalition will send a link to the "Home Matter Report 2014."

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**Bridgett McCormick**

---

**From:** Tampa Downtown Partnership <lremund@tampasdowntown.com>  
**Sent:** Monday, February 24, 2014 3:24 PM  
**To:** Bridgett McCormick  
**Subject:** "Securing Downtown Tampa" Downtown Security Network Series - March 5, 2014

**2014**  
**Downtown Security Network Series**  
**"Securing Downtown Tampa"**

x

**Downtown Security**  
**Network Series**

*Kickoff Event*

**"Securing Downtown**  
**Tampa"**

Wednesday, March 5, 2014  
University Club  
201 N Franklin, Suite 3800

**Quick links**

x

x

x

**Contact Us**

400 N. Ashley Drive  
Suite 2125  
Tampa, Florida 33602

(813)-221-3686

**Brought to you by**

x

8:00 a.m. - Networking & Registration  
8:30 a.m. - 9:30 a.m. - Program

Breakfast Buffet

**Moderator**

**Officer Roy Paz**

Special Operations Bureau, TPD

**Guest Panel Speakers:**

**Chief Jane Castor**

Tampa Police Department

**Chief Thomas Forward**

Tampa Fire Rescue

**Mark Dubina**

Director of Security, Port Tampa Bay

**Ollie Gagnon**

Homeland Security, Protective Security  
Advisor, West Florida District

**Michael McPherson**

Supervisory Agent, FBI

**[Click Here to Register](#)**

*(seating is limited)*

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For more information, contact Lynda Remund at  
(813) 221-3686 or

[Lremund@tampasdowntown.com](mailto:Lremund@tampasdowntown.com)

**- Series Sponsor - \$2500 -**

Company name/logo recognition on all materials  
and press releases, corporate table with prominent

seating for 8 at all four Series events

**- Event Sponsor - \$500 -**

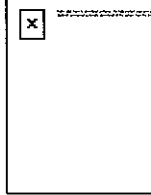
Company name/logo recognition at event and  
on event notices and program,  
corporate table with prominent seating for 8 at event

**SAVE THE DATES**  
**2014 DSN Series**

***Tampa's Fight Against  
Human Trafficking***

Tuesday, April 29  
8:00 a.m. - 9:30 a.m.

*sponsored by:*



*Click here to register*

***Travel - Is It Really Safe?***

Tuesday, July 29  
8:00 a.m. - 9:30 a.m.

*Click here to register*

***Tampa's Homeless***

Tuesday, October 28  
8:00 a.m. - 9:30 a.m.

*Click here to register*

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[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).  
Tampa Downtown Partnership | 400 N. Ashley Drive | Suite 2125 | Tampa | FL | 33602



**Bridgett McCormick**

**From:** Florida Housing Coalition <info=flhousing.org@mail37.atl71.mcdlv.net> on behalf of Florida Housing Coalition <info@flhousing.org>  
**Sent:** Tuesday, February 25, 2014 5:31 PM  
**To:** Bridgett McCormick  
**Subject:** Florida Home Matters Report 2014 Released; Sadowski Coalition Urges Legislature to Appropriate Housing Trust Fund Monies to Housing

Home Matters for Florida 2014

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**HOME MATTERS FOR FLORIDA REPORT 2014  
RELEASED AT SADOWSKI COALITION  
PRESS CONFERENCE**

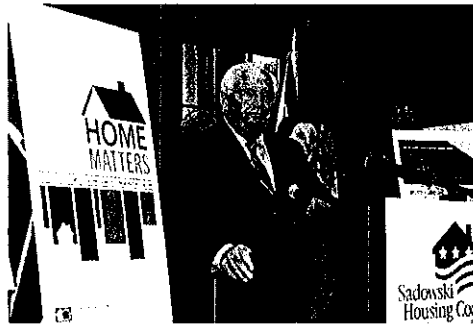
The Florida Housing Coalition released "[Home Matters for Florida Report 2014](#)" at the Sadowski Housing Coalition press conference today, in support of a national "Home Matters" initiative to educate the public and policymakers about the value of housing when it comes to health, education and the economy.



At the press conference, the Sadowski Housing Coalition urged members of the Florida Legislature to appropriate housing trust fund monies to housing for the FY 2014-15.



*Jaimie Ross, President, FHC,  
Facilitator, Sadowski Housing Coalition*



*Florida Senator Bill Montford (District 3)*



*Phyllis Moore, SHIP Administrator,  
Gadsden County*



*Susan Pourciau, Executive Director,  
Big Bend Homeless Coalition*



*Trey Price, Public Policy Rep,  
Florida Realtors*



*Mark Hendrickson, FHC Board Member*

## WHY DOES HOME MATTER?

Jaimie Ross, president of the Florida Housing Coalition, answered the question about

Florida's housing need: "Florida has the nation's third-highest homeless population, including veterans and families with children. More than 900,000 low income hardworking families, elders and disabled Floridians living on fixed incomes pay more than 50 percent of their incomes for housing." Ross continued that affordable housing saves taxpayer dollars and increases taxpayer revenue. And that "if the Florida Legislature uses the projected revenue in the state and local housing trust funds for affordable housing in FY 2014-15, it will create more than 27,000 jobs and more than \$3.4 billion in positive economic benefit."

Housing is more than just a roof over our heads. Our house and apartments are where we take refuge from the bustle and stress of public life, share meals with family and friends, and store our belongings. Our housing is also a base from which we search for jobs, find good schools for our children, and put down roots in our communities. In short, our housing is where we make our home.

View the full "[Home Matters for Florida Report 2014](#)."

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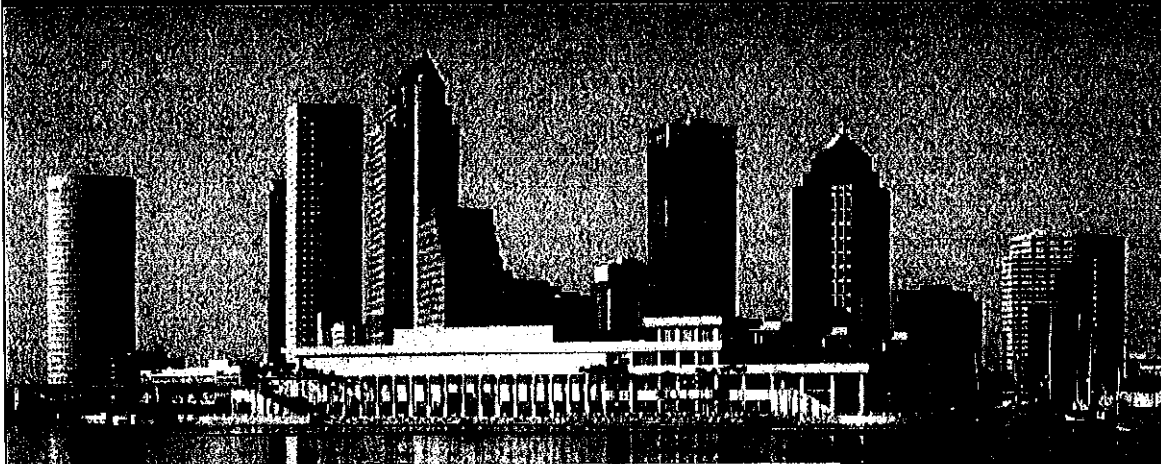
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**Bridgett McCormick**

---

**From:** Tampa Downtown Partnership <lremund@tampasdowntown.com>  
**Sent:** Friday, February 28, 2014 10:16 AM  
**To:** Bridgett McCormick  
**Subject:** 3 DAYS LEFT TO REGISTER - DSN Series "Securing Downtown Tampa" - March 5, 2014

# 2014 Downtown Security Network Series "Securing Downtown Tampa"



**Downtown Security  
Network Series**  
*Kickoff Event*

**"Securing Downtown  
Tampa"**

Quick links



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400 N. Ashley Drive  
Suite 2125  
Tampa, Florida 33602

(813)-221-3686

Wednesday, March 5, 2014  
University Club  
201 N Franklin, Suite 3800

8:00 a.m. - Networking & Registration  
8:30 a.m. - 9:30 a.m. - Program

**Breakfast Buffet**

**Moderator**

**Officer Roy Paz**

Special Operations Bureau, TPD

**Guest Panel Speakers:**

**Chief Jane Castor**

Tampa Police Department

**Chief Thomas Forward**

Tampa Fire Rescue

**Mark Dubina**

VP - Security, Port Tampa Bay

**Ollie Gagnon**

Homeland Security, Protective Security  
Advisor, West Florida District

**Michael McPherson**

Supervisory Special Agent, FBI

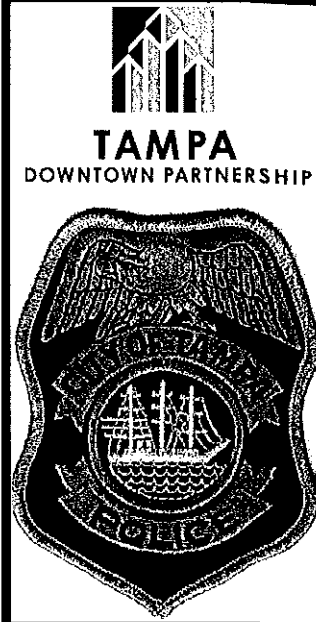
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Tuesday, April 29  
8:00 a.m. - 9:30 a.m.

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***Travel - Is It Really Safe?***

Tuesday, July 29  
8:00 a.m. - 9:30 a.m.

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Tuesday, October 28  
8:00 a.m. - 9:30 a.m.

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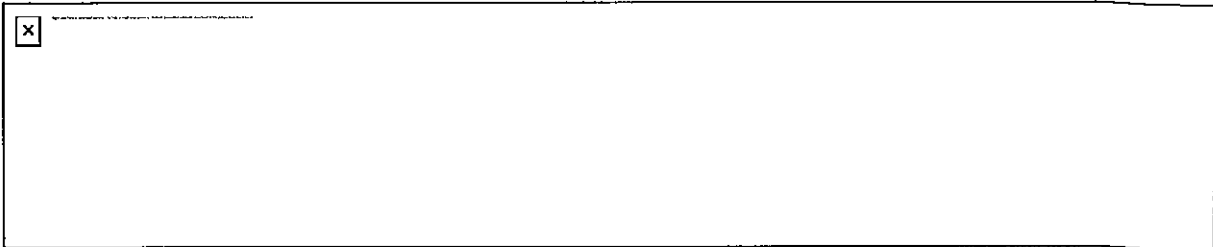
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Tampa Downtown Partnership | 400 N. Ashley Drive | Suite 2125 | Tampa | FL | 33602

# Bridgett McCormick

**From:** hmcphail@flcities.com on behalf of Florida League of Cities <hmcphail@flcities.com>  
**Sent:** Friday, February 28, 2014 1:42 PM  
**To:** Bridgett McCormick  
**Subject:** Legislative Bulletin - February 28, 2014



**February 28, 2014**

## A MESSAGE FROM LEGISLATIVE DIRECTOR

**Volume 40, Issue 2**

**SCOTT DUDLEY**

### ANNOUNCEMENTS

The League's weekly Legislative "Call-In" begins on Monday, March 3rd at 9 am. Join us to discuss upcoming bills and receive important updates regarding the status of key issues we are tracking.

Conference Call Number:  
888-670-3525  
Conference Code:  
9643438049#

"Effective Advocacy During Session" Webinar will be held March 18. [Click here](#) for more information.

"Sea-level Rise in Florida and Its Impact on Local Government" Webinar will be held March 19. [Click here](#) for more information.

Legislative Action Days will be held on April 1-2. [Click here](#) for more information.

**Click here to view or print the full**

I was having a discussion with a colleague about approaching the legislative session like a marathon and not a sprint. After some discussion, we concluded that session is, in fact, equal parts sprint and marathon.

A marathon is actually a series of short individual races that add up to 26.2 miles. Each step, each mile, requires the runner to achieve an immediate victory. A victory can be as simple as just deciding to toil on. Other victories are more significant: setting a personal record or catching the person who has been in front of you since the blast of the starting gun.

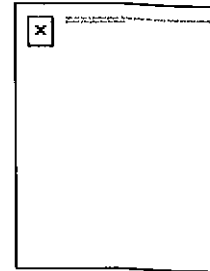
Some miles you run may seemingly fly by, while others take great toll on you physically and mentally.

The key is to keep toiling on, pace yourself and do the best you can do. You can't run someone else's race - only yours. Each step, each second, each mile leads you closer to the finish line. So it is with the legislative session. We will toil on together and run the race to the best of our abilities - fully expecting that we will finish and perhaps even set new records in the process.

Each Friday for the next nine weeks, you will be receiving the Florida League of Cities' Legislative Bulletin. As you can see, the Legislative Bulletin includes brief summaries of the League's priority issues and any new bills affecting municipalities that have been filed since the previous edition. It also provides updates on currently reported bills that the Legislature has recently taken some action on. They will serve as your individual mile markers as we stride toward the May 2 finish line known as Sine Die!

At the conclusion of each bill summary, we list the lobbyist responsible for the bill. Feel free to contact him/her or me if you have questions or need additional information about the issue.

The Legislative Bulletin is a tool for you to use, but it is not the only tool available. Each Monday morning during session, the League advocacy team holds a 9:00 a.m. conference call that provides a review of bills scheduled to



## **Legislative Bulletin.**

### **Featured Issues by Policy Committee**

#### **Energy, Environmental & Natural Resources**

Brownfields

Fair Associations

Utility Projects

#### **Finance, Taxation and Personnel**

Flood Insurance

Municipal Bonds

Emergency Communication  
- E911 Fee

#### **Growth Management and Economic Development**

Film Incentive Program

Development Exactions

Growth Management and  
Private Property Rights

#### **Transportation and Intergovernmental Relations**

Department of  
Transportation

Public Meetings

Ethics and Elections:  
Governmental Ethics

#### **Urban Administration**

Homelessness

Chronic Nuisance Service  
Assessments

Preference in the Award of  
State Contracts

be heard during the coming week. The call-in number for the conference call is (888) 670-3525, code: 9643438049.

ON TAP @ THE CAP is another weekly report we distribute on Friday afternoon. ON TAP @ THE CAP is a concise synopsis of some of the key actions the Legislature took during the week. It is a supplement to the Legislative Bulletin.

The League website includes ISSUE BRIEFS detailing the Leagues legislative priorities. They include a short background of the issue and some of the arguments our opponents of that legislation might be making to legislators. The ISSUE BRIEFS are updated regularly and are a great resource for helping to understand what can sometimes be very complicated issues.

Finally, we encourage you to travel to Tallahassee during the legislative session. If you do, stop by the League offices and get coffee, charge your phone, talk with staff or just rest your weary bones. Also, April 1 and 2, the League will hold its Legislative Action Days in Tallahassee. We hope you will be able to participate. Additional information is available by clicking here.

**Thanks to each of you for all you do on behalf of your city and the citizens of Florida.**

#### **Municipal Police/Fire Pensions (Priority--Oppose--Mandate)**

SB 246 (Ring and Bradley) is similar to a bill considered by the Senate during the 2013 session. HB 509 (Caldwell) is the companion bill in the House.

Broadly speaking, the bills allow cities to reduce pension benefit levels all the way down to the statutory minimum benefit levels (if your city has a police or fire union, this action would have to occur through the collective bargaining process). The League supports this one provision of the bills. The bills provide very limited flexibility relating to the use of insurance premium tax revenues and also create a very complex process regarding the use of these tax revenues. Under the bills, the use of these funds depends on when the amount of insurance premium tax revenues was generated and if the underlying police or fire defined benefit pension plan has either an over or under 80 percent assets-to-liabilities funding ratio. The League opposes the bills' inflexible use of insurance premium tax revenues.

In addition, an immediate and problematic effect of the bills is that they would void the current Department of Management Services (DMS) interpretation on the use of insurance premium tax revenues, as reflected in the "City of Naples"-type letters. This DMS interpretation is favorable to cities, providing them with broad flexibility in negotiating pension benefit levels and use of insurance premium tax revenues. However, a concern with the current DMS interpretation is that it could be challenged, and, under a new governor, the DMS could once again change its interpretation. As noted, a statutory change as reflected in the bills would remove the current DMS interpretation, but it would also prevent the DMS from developing a less favorable interpretation of the law in the future.

Keep reading.

#### **Florida Municipal Power Agency (Priority--Oppose-- Preemption/Mandate)**



[Link to full Legislative Bulletin](#)

[Link to FLC Priorities](#)

[Link to Other Bills of General Interest](#)

[Link to FLC Issue Briefs](#)

HB 861 (Mayfield) amends the definition of public utility to include a municipality or an agency thereof that purchases or receives all or a portion of its power from an entity created under the Florida Interlocal Cooperation Act of 1969. This bill would effectively dismantle the Florida Municipal Power Agency, of which there are 29 municipal members. HB 861 is in the House Energy and Utilities Subcommittee.

**Communications Services Taxes- Rate Reduction (Priority--Oppose--Mandate)**

CS/SB 266 (Hukill) reduces the communications services tax (CST) rates by 2 percent, reducing the general state rate from 6.65 percent to 4.65 percent and the rate on direct-to-home satellite services from 10.8 percent to 8.8 percent. This bill does not reduce the rate or anticipated revenues directly collected from the local CST that is levied by cities and counties. Florida League of Cities staff estimates that the negative impact to cities would be approximately \$7 million for the current partial municipal fiscal year and \$11.4 million for the next entire fiscal year. The estimated impact on the bill is due to a reduction in the half-cent and municipal revenue sharing the state shares with local governments. CS/SB 266 passed the Senate Communications, Energy, and Public Utilities Committee and is now in the Senate Appropriations Subcommittee on Finance and Tax.

[Forward email](#)



This email was sent to [bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net) by [hmcphail@flcities.com](mailto:hmcphail@flcities.com) | [Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).  
Florida League of Cities | 301 S. Bronough Street | Suite 300 | Tallahassee | FL | 32301

## **Bridgett McCormick**

---

**From:** Cury, Della <CuryD@HillsboroughCounty.ORG>  
**Sent:** Monday, March 03, 2014 8:57 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Meeting request

Morning, Bridgett,  
It's about Homeless issues.

**Della Cury**  
Legislative Aide to Sandra L. Murman  
County Commissioner, District 1  
Hillsborough County BOCC  
p: 813-272-5470 | f: 813-272-7046  
Note: All email is subject to public records law.

---

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Friday, February 28, 2014 5:19 PM  
**To:** Cury, Della  
**Subject:** RE: Meeting request

Hi Della,  
Yes, I will call you on Monday (and he will want to know the topic in advance).  
Thanks,  
Bridgett

---

**From:** Cury, Della [<mailto:CuryD@HillsboroughCounty.ORG>]  
**Sent:** Friday, February 28, 2014 5:16 PM  
**To:** Bridgett McCormick  
**Subject:** Meeting request

Hi Bridgett,  
Commissioner Murman would like to meet with the Mayor sometime soon. Not sure of the subject matter but could you call me on Monday with some possible dates?  
Thanks so much and have a great weekend.

**Della Cury**  
Legislative Aide to Sandra L. Murman  
County Commissioner, District 1  
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p: 813-272-5470 | f: 813-272-7046  
Note: All email is subject to public records law.

## Bridgett McCormick

---

**From:** Cury, Della <CuryD@HillsboroughCounty.ORG>  
**Sent:** Monday, March 03, 2014 9:32 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Meeting request

Thanks, Bridgett.

**Della Cury**  
Legislative Aide to Sandra L. Murman  
County Commissioner, District 1  
Hillsborough County BOCC  
p: 813-272-5470 | f: 813-272-7046  
Note: All email is subject to public records law.

---

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Monday, March 03, 2014 9:29 AM  
**To:** Cury, Della  
**Subject:** RE: Meeting request

Thanks – will contact you soon.  
Bridgett

---

**From:** Cury, Della [<mailto:CuryD@HillsboroughCounty.ORG>]  
**Sent:** Monday, March 03, 2014 8:57 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Meeting request

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It's about Homeless issues.

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County Commissioner, District 1  
Hillsborough County BOCC  
p: 813-272-5470 | f: 813-272-7046  
Note: All email is subject to public records law.

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**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
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**To:** Cury, Della  
**Subject:** RE: Meeting request

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Bridgett

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**To:** Bridgett McCormick  
**Subject:** Meeting request

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Thanks so much and have a great weekend.

**Della Cury**

Legislative Aide to Sandra L. Murman

County Commissioner, District 1

Hillsborough County BOCC

p: 813-272-5470 | f: 813-272-7046

Note: All email is subject to public records law.

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, May 13, 2014 3:29 PM  
**To:** creed@tampatank.com  
**Subject:** FW: Homeless Article  
**Attachments:** Homeless Article.pdf

Good Afternoon Mr. Reed,  
I will make sure Mayor Buckhorn gets your e-mail and your message.  
Thank you,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Tuesday, May 13, 2014 3:15 PM  
**To:** Bridgett McCormick  
**Subject:** Homeless Article

Mayor Buckhorn,  
An article which you may have missed. The VA is very focused on the housing situation for the chronic homeless and Steps Forward is confident of their support on our next 48 unit building on South MacDill. We are well into our due diligence period and expect to close on the building within 45 days. Mike confirmed that he will make the City and County money available in June to close out the interim loan on Winsome Place, which is now occupied by veterans. This will allow interim financing for the new location, pending a mortgage deal which is in the works, but tied to the VA promise of vouchers and services.

Mike has also indicated that he is putting Steps Forward in the County budget for 2015. I believe you are working on the City budget for next year and hope that you will include whatever is possible towards Steps Forward. I am convinced that we can make a success out of a public/private partnership focused on developing adequate housing for the chronic homeless.

Please let me know if I need to come to City Hall to twist your arm.

Best regards,  
Cal

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### MILITARY NEWS

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## Number of homeless veterans in the area spikes

By Keith Morelli | Tribune Staff  
Published: May 11, 2014

**TAMPA** — The federal government has a stated goal of eliminating homelessness for veterans by 2015, and although that aim might never be attainable, significant progress has been made nationally. The U.S. Department of Housing and Urban Development counted 57,849 homeless veterans in a single January night in 2013, an 8 percent decline from the previous year and a 24 percent decrease since 2009.

In the Tampa Bay area, the numbers are not so rosy. Instead of dropping, the number of homeless veterans is swelling significantly, according to a February survey of the Hillsborough County homeless. The results showed a slight drop in the number of homeless — but a 47 percent bump in the number of homeless veterans and their families, from 170 last year to 250 this year.

Homeless veterans accounted for 11 percent of the homeless population in Hillsborough County, and the spike in their numbers wiped out substantial decreases among other demographics, the survey concluded.

The survey's results are not surprising, homeless advocates said. They say more military veterans serving overseas are coming home as the drawdown in Afghanistan and elsewhere continues, and the Tampa Bay region is a place where a wide range of services, including veterans hospitals, is available.

"We will have over 250,000 veterans discharged into the state of Florida this year," said Sara Romeo, executive director of Tampa Crossroads, which offers veterans assistance programs, including transitional and permanent housing options. "That's a high number of discharges, or soldiers returning."

She said another reason the Tampa Bay area has a high number of homeless veterans is this:

"We are sandwiched between two of the biggest veterans hospitals in the United States: Bay Pines (VA Healthcare System) and the (James A.) Haley Veterans' Hospital," she said. "They bring in a lot of veterans to the area, veterans who know they can get help from these two great hospitals."

The number of homeless veterans tallied during the head count probably is low, she said.

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**Military**  
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 ER at VA adding police presence  
 Number of homeless veterans in the area spikes  
 House panel protects older weapons, benefits in Defense budget  
 NOAA drone parts reunited after delivery error

Tweets by @hallman

"Getting a true count of the veteran population is very difficult," she said. "Veterans sometimes are leery of being counted; they are mistrusting, particularly the chronically homeless vets. They are suspicious of government agencies, and they don't want to be counted."

In the Hillsborough count, the survey revealed glimpses into the lives of homeless veterans:

- ◆ Of the 236 veterans counted, 113 said they suffered from some sort of mental health disorder;
- ◆ 82 said they had been homeless for more than a year;
- ◆ 114 of the veterans and their families said they experienced homelessness just one time, though 65 said they had been homeless on four occasions or more.
- ◆ 79 said they were homeless mainly because of employment or financial reasons;
- ◆ 109 said they didn't know exactly why they were homeless.

Over the past few years, the U.S. Department of Veterans Affairs has increased funding for programs to find homes for veterans and to identify those who are at risk for becoming homeless.

This year, the department has earmarked \$1.4 billion for specialized homeless programs and \$5.4 billion for health care for homeless vets.

"There are many reasons veterans can become homeless," according to the Veterans Affairs website, "including poverty, lack of support from family or friends, substance use or mental health challenges that may develop or worsen as a result of trauma they experience while serving."

Mike Ruelas, 43, of Tampa, and his three children were homeless after he returned from Iraq in 2010. He said he shipped out the year before and his credit was hit by unpaid cellphone bills, delinquent apartment rent and other matters he said he had been told would be taken care of by the government.

He couldn't get credit to buy a car and was turned away at apartment complexes. The U.S. Army National Guardsman and his three children, ages 6, 7 and 8, were without a permanent address.

"Even though we were homeless," he said, "we were closer than ever before."

He said most of the businesses that hired military veterans offered only minimum-wage and low-paying jobs.

"We ended up in motels," he said, and that ate up a lot of his savings. "The money you save up goes into daily motel expenses; \$800 a month," Ruelas said. "You got to get around, so you rent or lease a car. You try to get your credit back, but the money goes out even quicker."

He ended up taking a job counseling veterans at Tampa Crossroads.

"Either you give up, lay down, and not do anything but get the assistance," he said, "or you stand up and get over this hump."

Part of Ruelas' job is to match homeless veterans with services offered through Veterans Affairs.

Bob Blackwood, chief of social work service with Veterans Affairs in Tampa, said the department is humping up its efforts to get homeless veterans off the streets and into permanent housing.

"Our top priority is to not only help the chronically homeless veterans, but those with families as well," he said.

It's a struggle that won't end, he said. The department has close ties with the jails and law enforcement to identify those who may have fallen through the network and a system to identify veterans on the verge of losing their homes.



"We welcome any source who can identify homeless vets," he said. "Our mission is to meet with every homeless veteran and offer them services. If they are not eligible for VA services, we will steer them to the right resources."

He said the homeless count conducted in February can be misleading. Some veterans don't want to be counted, he said. Also, the number of homeless vets last year might have been under-counted, he said, and this year's count may have been better organized and tallied a truer number.

"I think they had a really thorough count this time," said Blackwood, who helped during this year's count.

Blackwood said he is heartened by the numbers of homeless veterans seeking Veterans Affairs benefits in the region. If they seek assistance, he said, the government can offer help.

The key is getting to the veterans who are sleeping in encampments, being treated in emergency rooms or held in jails, he said.

"We have an aggressive outreach program, and it's been very successful over the past four or five years," he said.

In Hillsborough County, as with the nation, homeless veterans make up about 11 percent of the overall homeless population. According to the National Coalition for Homeless Veterans, nearly half of the homeless veterans served during the Vietnam era.

Two out of every three homeless vets served at least three years and a third were stationed in a war zone. Eight percent are women.

Randy Brown, director of communications for the coalition, said there are places around the nation where homeless veteran populations bloom in spite of the overall national decline.

The Tampa Bay area, with its veterans' hospitals, MacDill Air Force Base and warm winters, is one such area, he said.

"It definitely makes sense," he said. "It's a warmer climate in the southern states, and that makes it easier to survive if you're homeless."

Since 1987, Veterans Affairs' programs for homeless veterans have emphasized collaboration with community service providers to reach veterans in trouble. The effort has secured nearly 15,000 residential rehabilitative and transitional beds and more than 30,000 permanent beds for homeless veterans across the nation, which the VA says has resulted in a reduction in the number of homeless veterans by 70 percent since 2005.

Brown said the federal government has made available enough funding for services to take veterans off the streets.

"The service network pretty much exists, and there's enough HUD vouchers to take care of the chronically homeless vets," Brown said. "It's just a matter of making sure, now that all the resources are out there, that any gap that exists is bridged."

kmorelli@tampatrib.com

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Lifestyle Journal



## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, May 07, 2014 5:21 PM  
**To:** Conchita Tilton; Michele Phillips  
**Subject:** FW: Dave Snyder/Sandra Kimball

FYI

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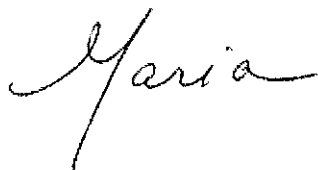
**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Wednesday, May 07, 2014 5:20 PM  
**To:** Bob Buckhorn; David H. Reed ; [eivery@uwtb.org](mailto:eivery@uwtb.org); [grace.posada@sdhc.k12.fl.us](mailto:grace.posada@sdhc.k12.fl.us); Guy King; [jeromer@thaf1.com](mailto:jeromer@thaf1.com); Jim Shimberg; Joe Clark; [marylynnu@dacco.org](mailto:marylynnu@dacco.org); Mike Merrill; [mmurphy@thespring.org](mailto:mmurphy@thespring.org); Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Lesa; Bridgett McCormick; [efeliz@uwtb.org](mailto:efeliz@uwtb.org); [HugginsJ@hillsboroughcounty.org](mailto:HugginsJ@hillsboroughcounty.org); [irenew@thaf1.com](mailto:irenew@thaf1.com); Kassandra Pierre; RoseMary Soto; [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [sodria@tampabaytimesforum.com](mailto:sodria@tampabaytimesforum.com)  
**Subject:** Dave Snyder/Sandra Kimball

Good afternoon everyone,

Some of you may have already received or may soon get a call from a Mr. Dave Snyder regarding a homeless woman who is sleeping in one of his cars and for whom he's trying to get help. He has called officials at the County, the Mayor and several of us at THHI have spoken with him. He has threatened to picket our office and sue us and he has been verbally abusive to our staff and the staff at Gracepoint.

At this time (a) we do not have authorization to discuss her case with him (although he claims he has a Power of Attorney) and (b) the lady is on the central waiting list below others that scored higher on the assessment. When her name was higher on the list she was referred to Volunteers of America, who did not accept her due to her history, which they are entitled to do. She was also referred to the new ACTS Interim housing when they were opening, but she did not want to go there. Lesa and I have both explained how the list functions based on scores, not first come first served, and that there is not enough housing to guarantee everyone a placement.

If you get a call, please explain that the Board members do not get involved in the day-to-day operations and refer him back to me. I'm sorry if this has already taken up your time.



Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct Line: 813-280-8740



## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, April 16, 2014 4:34 PM  
**To:** 'Calvin Reed'  
**Subject:** RE: Steps Forward - Southland Overview

Good Afternoon Mr. Reed,  
I will make sure the Mayor sees your e-mail.  
Thank you,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Wednesday, April 16, 2014 4:21 PM  
**To:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org)); [Sandramurman410@aol.com](mailto:Sandramurman410@aol.com); Sandy Murman; Bridgett McCormick  
**Cc:** [dreed@Shepardcap.com](mailto:dreed@Shepardcap.com); Bowen Arnold; [gking@mewilson.com](mailto:gking@mewilson.com)  
**Subject:** Steps Forward - Southland Overview

Bridgett please pass to Mayor Buckhorn.

All,  
Last week, Steps Forward put the Southland property under contract. We have sixty days to do our due diligence and financing. Not much time, but the best we can do in this market. The first property we identified, got priced out of our range.

Southland has 48 single bedroom units, cement block construction and in very reasonable condition, similar or better than Winsome. Excellent location off South Dale Mabry, not in an impoverished area, close to shopping and public transportation. The proximity to McDill appears to be a plus for the VA.

Based on the positive feedback received from the VA during their recent visit, we believe that we can obtain Vash vouchers with subcontracted services from the VA and are asking Philip Mangano to help deliver a commitment from the VA, which will allow us to obtain mortgage financing. We have assured Philip that we have the backing of the City and County for this project. Since the VA told us that they wanted to use the Steps Forward program as a model for the rest of the Country, I intend to sell them on the project as a perfect example of public/private partnership with the VA to end veteran homelessness. No doubt that we have bureaucratic obstacles to overcome.

Regards,  
Cal

## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Wednesday, April 02, 2014 9:04 AM  
**To:** 'Calvin Reed'  
**Subject:** RE: Housing First - Steps Forward

Got the map...Thanks again.  
Best,  
Bridgett

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Wednesday, April 02, 2014 8:49 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Housing First - Steps Forward

Map attached.

Cal

**From:** Calvin Reed  
**Sent:** Wednesday, April 02, 2014 8:34 AM  
**To:** 'Bridgett McCormick'  
**Subject:** Housing First - Steps Forward

For Mayor Buckhorn.

Mayor Buckhorn,  
As you are aware, Steps Forward has been looking ahead to the development of our third unit of housing for the chronic homeless. With funding from the City, County, and private sources we are on the verge of covering our last acquisition, Winsome Place or Orchid Place, where the last four of twenty apartments are currently being furnished for occupancy by veterans.

The visit of the VA officials and Philip Mangano has coincided with what we believe is an excellent opportunity to take a major step towards our goal of developing five hundred housing units in five years. Our real estate development partners have located a three building complex of 48 units on Dale Mabry south of Gandy, which they believe we can put under contract. The construction and mix of single and double units fits our criteria, and the location, which is near shopping outlets and public transportation, scores well on the poverty index. The proximity to MacDill Air Force Base was a positive factor for Vince Kane, our guest for the VA. Concurrently, a HUD Project Based R.F.P. is on the street with HUD VASH vouchers, for which we have an excellent chance to qualify, especially with your good offices with HUD.

This package, if we are successful and pull it all together, can be financed by Steps Forward through a mortgage. Long term vouchers, combined with subcontracted wrap around services for the VA provides the cash for a marketable project.

We need to move ahead quickly. Steps Forward would like to receive a positive preliminary indication from you. Location map attached.

Best regards,  
Cal

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, April 02, 2014 9:04 AM  
**To:** 'Calvin Reed'  
**Subject:** RE: Housing First - Steps Forward

Good Morning Mr. Reed,

The map mentioned in your e-mail was not attached, would you please send it so that I can pass it along to the mayor with your message.

Thank you so much,

***Bridgett McCormick***

Executive Assistant to the Mayor

City of Tampa

306 E. Jackson Street

Tampa, Florida 33602

(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]

**Sent:** Wednesday, April 02, 2014 8:32 AM

**To:** Bridgett McCormick

**Subject:** Housing First - Steps Forward

For Mayor Buckhorn.

Mayor Buckhorn,

As you are aware, Steps Forward has been looking ahead to the development of our third unit of housing for the chronic homeless. With funding from the City, County, and private sources we are on the verge of covering our last acquisition, Winsome Place or Orchid Place, where the last four of twenty apartments are currently being furnished for occupancy by veterans.

The visit of the VA officials and Philip Mangano has coincided with what we believe is an excellent opportunity to take a major step towards our goal of developing five hundred housing units in five years. Our real estate development partners have located a three building complex of 48 units on Dale Mabry south of Gandy, which they believe we can put under contract. The construction and mix of single and double units fits our criteria, and the location, which is near shopping outlets and public transportation, scores well on the poverty index. The proximity to MacDill Air Force Base was a positive factor for Vince Kane, our guest for the VA. Concurrently, a HUD Project Based R.F.P. is on the street with HUD VASH vouchers, for which we have an excellent chance to qualify, especially with your good offices with HUD.

This package, if we are successful and pull it all together, can be financed by Steps Forward through a mortgage. Long term vouchers, combined with subcontracted wrap around services for the VA provides the cash for a marketable project.

We need to move ahead quickly. Steps Forward would like to receive a positive preliminary indication from you. Location map attached.

Best regards,  
Cal

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, April 01, 2014 5:34 PM  
**To:** 'Gwen.Harmon@metromin.org'  
**Subject:** FW: invitation for Mayor Buckhorn reminder  
**Attachments:** BB Mayor Buckhorn.docx

Good Afternoon Gwen,  
Mayor Buckhorn accepts the invitation to provide greetings at MetMin's Annual Bridge Builders Luncheon on May 2<sup>nd</sup> and is looking forward to the event.  
Thanks,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Gwen Harmon [<mailto:Gwen.Harmon@metromin.org>]  
**Sent:** Tuesday, April 01, 2014 11:15 AM  
**To:** Bridgett McCormick  
**Subject:** FW: invitation for Mayor Buckhorn reminder

**Bridge Builders Annual Metropolitan Ministries Benefit**

**FRIDAY, May 2<sup>nd</sup>**



**Keynote Speaker**  
**Bucs Hall of Fame Linebacker: Derrick Brooks**

**Marriott Tampa Waterside Hotel & Marina**  
**700 S. Florida Avenue, Tampa, FL 33602**

Networking  
11:30 am - 12:00 pm

Program  
12:00 pm - 1:00 pm

Sponsorship opportunities are available at [metromin.org/bridge-builders](http://metromin.org/bridge-builders)  
or by contacting [Janet Pantaleo](mailto:Janet.Pantaleo@metromin.org) - 813.209.1267

Metropolitan Ministries | 2002 N. Florida Ave. Tampa, FL 33602 | Tel: 813.209.1267 | Email: [Janet Pantaleo](mailto:Janet.Pantaleo@metromin.org)

The Bridge Builder luncheon is our annual fund raising event in support of our programs that provide services for the homeless and those at risk of becoming homeless. Derrick Brooks of Derrick Brooks Charities will receive our Bridge Builder of the Year Award for his work with Tampa Bay youth and the community, through mentoring and educational programs.

Please join us as we honor Derrick, his work and the overall spirit of giving by the Tampa Bay community.

Tickets are \$100 per person; a table for 10 is \$1,000. Additional sponsorships are available, to reserve seats and tables, please visit our website:  
[www.metromin.org](http://www.metromin.org)

We expect a sell out!!!

Hope to see you there.

*Bridge - a structure that allows passage across an obstacle; something that provides a link or means of coming together*

*Builder- a manufacturer, producer, constructor, creator*

**The Metropolitan Ministries Bridge Builder Award**

The Bridge Builder Award is presented once a year as a connection to the overall mission and vision of Metropolitan Ministries.

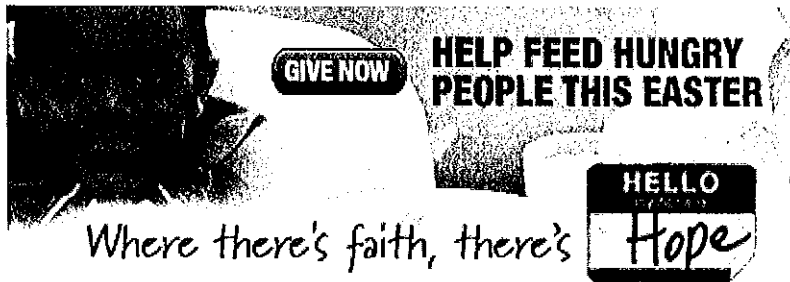
The award honors individuals, corporations and organizations for their contributions and transformative work with youth, the homeless, disadvantaged, and the community to provide a positive impact that leads to self-sufficiency, educational goals and employment opportunities.

Previous Bridge Builder honorees include: Tony Dungy, Greg Schiano, Tod Leiweke, The Sean and Leigh Anne Tuohy Family, and Raheem Morris.

Gwen Harmon  
Associate Director of Community Relations  
**Metropolitan Ministries**  
(813) 209-1264 Office  
(813) 992-4995 Cell



Your gift can be Matched.



## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Wednesday, March 19, 2014 3:42 PM  
**To:** 'creed@tampatank.com'  
**Subject:** FW: V.A. Visit on Monday 31 March

Good Afternoon Mr. Reed,

Thank you for the reminder to Mayor Bob Buckhorn regarding the Hillsborough County/Veterans Administration event on Monday, March 31<sup>st</sup>. Please let me know the event time and any final details when they become available so that I can review the Mayor's availability. I look forward to hearing from you.

Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Michele Phillips  
**Sent:** Wednesday, March 19, 2014 10:49 AM  
**To:** Bridgett McCormick  
**Subject:** FW: V.A. Visit on Monday 31 March

Bridgett,  
Mr. Reed continues to send information to me that is meant for you.  
Michele

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**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Wednesday, March 19, 2014 10:33 AM  
**To:** Michele Phillips  
**Cc:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org)); Philip Mangano  
**Subject:** V.A. Visit on Monday 31 March

Michele,  
Please remind the Mayor of the VA visit to explore contracting VA services for the homeless in partnership with the County on Monday March 31<sup>st</sup>. We do not have a definitive schedule from the VA at this point. However, Mayor Buckhorn indicated that he would do his best to carve out some time to welcome the VA and emphasize Tampa's commitment to addressing the homeless veterans.

Thanks,  
Cal Reed



## Bridgett McCormick

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**From:** Bridgett McCormick  
**Sent:** Wednesday, March 05, 2014 8:51 AM  
**To:** Ali Glisson  
**Subject:** RE: Mayor Buckhorn questions for March 6

Thank you

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**From:** Ali Glisson  
**Sent:** Wednesday, March 05, 2014 7:45 AM  
**To:** Bridgett McCormick  
**Cc:** Michael Victor  
**Subject:** FW: Mayor Buckhorn questions for March 6

For the interview tomorrow morning,

Address is 717 south dale mabry tampa fl 33609. Third floor. We're on the christ the king campus in the mary martha bldg.

Questions for the mayor are below. I've added some background on ones he may not know of the top of his head.

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**From:** John Morris [<mailto:jmorris@myspiritfm.com>]  
**Sent:** Friday, February 28, 2014 1:15 PM  
**To:** Ali Glisson  
**Subject:** Mayor Buckhorn questions for March 6

Hi Ali,

Here's general topics. I have some "fun" ones in my back pocket (favorite comedy movie, person you'd like to meet, etc.) that I won't give away. These are the "tough ones" and really they're softballs for him. I'm looking forward to this opportunity to have the mayor visit. We will not have time for all of these.

Have a good weekend  
John

Potential Questions/Topics for Mayor Bob Buckhorn (not necessarily in this order)

Get to know the mayor: Where did you grow up? Tampa native? Did you always want to get involved in politics? Why?

General: What makes Tampa one of the top cities in the U.S.?

What are some areas of Tampa you have on your priority list that need attention?

What kind of relationships do you have with other area mayors or city officials, ie St. Pete, Clearwater?

Area Development: Channelside and Port area—any new growth or businesses? Do we need more cruise ships? (Recently announced that AIDA cruises – geared towards German tourists – would stop in Tampa, and a new Royal Caribbean ship would sail from Tampa. We are on track to set a record of 1 million cruise passengers traveling through Tampa – a "personal best" for us) Downtown--do we need sports franchises to boost it? Do you think the Rays will eventually relocate to somewhere in Hillsborough?

Transportation: When is Interstate 275 project going to be finished? (Widening project is estimated completion of Fall 2016) Is this the final stage or will there be more? Street/intersection cameras—working like you'd like? Some controversy and some cities are revisiting their effectiveness. (In Tampa, our cameras are deterring crashes by more

than 10%) TIA —any idea on expansion? I heard years ago on a tour that plans were in the works? Who funds this? (2012 Master Plan is on their website. Funding comes from public and private entities, bonds, and grant money) Any conversations on light rail system? How about a ferry/shuttle from South Shore to downtown/MacDill? (Has been proposed, County Commission approved money for a formal study to be done)

Lifestyle: When we talk of big events, ie. RNC, Super Bowl, Bollywood in Tampa, and it pumps \$50 million into our economy, how does Joe Taxpayer see this in their pocket, especially those outside of the city limits? (Direct and indirect spending) How much will the NCAA pump into the area for the playoff games? (In 2008, last time Tampa hosted, economic impact was estimated at \$19.1 million) What does this do for the Outback bowl—help or hurt? How about the DNC—recently it was reported by the Times that the city backed out of an offer to host. Is this true and why? Trash pick up now uses big cans---what about big recycle bins—how do I get one? (By the end of the summer, everyone should have their new carted recycling bins. You cannot call to request – rolling them out by neighborhood)

Human Trafficking—not just a Tampa problem--how are the City of Tampa and area agencies working to stop this?

Homeless in Tampa—What support would the city provide for a camp (like Pinellas Hope) for the street homeless of Tampa? Do you have recommended solutions that you would like explored? How does the county commission play into this effort?

## Bridgett McCormick

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**From:** Bridgett McCormick  
**Sent:** Monday, March 03, 2014 9:29 AM  
**To:** 'Cury, Della'  
**Subject:** RE: Meeting request

Thanks – will contact you soon.  
Bridgett

---

**From:** Cury, Della [<mailto:CuryD@HillsboroughCounty.ORG>]  
**Sent:** Monday, March 03, 2014 8:57 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Meeting request

Morning, Bridgett,  
It's about Homeless issues.

**Della Cury**  
Legislative Aide to Sandra L. Murman  
County Commissioner, District 1  
Hillsborough County BOCC  
p: 813-272-5470 | f: 813-272-7046  
Note: All email is subject to public records law.

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**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Friday, February 28, 2014 5:19 PM  
**To:** Cury, Della  
**Subject:** RE: Meeting request

Hi Della,  
Yes, I will call you on Monday (and he will want to know the topic in advance).  
Thanks,  
Bridgett

---

**From:** Cury, Della [<mailto:CuryD@HillsboroughCounty.ORG>]  
**Sent:** Friday, February 28, 2014 5:16 PM  
**To:** Bridgett McCormick  
**Subject:** Meeting request

Hi Bridgett,  
Commissioner Murman would like to meet with the Mayor sometime soon. Not sure of the subject manner but could you call me on Monday with some possible dates?  
Thanks so much and have a great weekend.

**Della Cury**  
Legislative Aide to Sandra L. Murman  
County Commissioner, District 1  
Hillsborough County BOCC  
p: 813-272-5470 | f: 813-272-7046

Note: All email is subject to public records law.

## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Wednesday, February 19, 2014 5:01 PM  
**To:** Bob Buckhorn; Thomas Snelling  
**Cc:** Deborah Stevenson  
**Subject:** FW: Homelessness bill ((Thom Snelling's Response)  
**Attachments:** HB 979 Support letter.doc

Thank you Thom.

---

**From:** Thomas Snelling  
**Sent:** Wednesday, February 19, 2014 5:00 PM  
**To:** [JThomas@flcities.com](mailto:JThomas@flcities.com)  
**Cc:** Bridgett McCormick; Bob McDonough; RoseMary Soto  
**Subject:** RE: Homelessness bill (URGENT)

Mr. Thomas,  
Attached please find a support letter for the passage of HB979  
Thom

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, February 19, 2014 2:28 PM  
**To:** Thomas Snelling; Deborah Stevenson  
**Subject:** FW: Homelessness bill (URGENT)

Hi Thom, Deborah,  
Per the Mayor's request, please review the attached and respond to John Thomas today.  
Thank you,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** John Thomas [<mailto:JThomas@flcities.com>]  
**Sent:** Wednesday, February 19, 2014 10:36 AM  
**To:** 'Hand, Chris'; Alan Morley; Arnie Alonso, Chief of Staff ; Bridgett McCormick; Deborah Stevenson; Ellen McDowell, Manager Administrative Support; Eric Duran, Assistant to the Mayor; Kathleen R. Russell, Director ; Kathy Scanlon; Lee Feldman; Lissette Franco, Assistant to the Mayor; Mario Rubio, State Affairs Liaison; Safeea Ali, Assistant to the Mayor; Sarah Patent Executive Assistant to the Mayor  
**Cc:** Jenny Anderson; Scott Dudley  
**Subject:** Homelessness bill

Please see attached a bill on homelessness that is consistent with the policy adopted by the mayors. I would like to hear back from each of you **as soon as possible today**.

Tomorrow at 11 a.m. the sponsors of the bill, Sen. Latvala, and Rep. Peters will hold a press conference on this issue and would like those mayors that will be in town to participate in the press conference.

**Please forward to the appropriate policy person in your city as soon as possible and respond to me TODAY**

John Charles Thomas  
Director, Communications & Political Initiatives  
P.O. Box 1757  
Tallahassee, FL 32302  
(850) 222-9684  
(850) 222-3806 fax

## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Wednesday, February 19, 2014 9:55 AM  
**To:** 'Intergovernmental Affairs'  
**Subject:** RE: Invitation to a Call with HUD Secretary Shaun Donovan - Wednesday, February 19 (Mayor Bob Buckhorn)

Hello,  
Mayor Bob Buckhorn is traveling from India today and is unavailable for the conference call. Please accept his regrets.  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Intergovernmental Affairs [<mailto:LocalGovernment@who.eop.gov>]  
**Sent:** Tuesday, February 18, 2014 11:38 AM  
**Subject:** Invitation to a Call with HUD Secretary Shaun Donovan - Wednesday, February 19



You are cordially invited to a call with U.S. Secretary of Housing and Urban Development Shaun Donovan and the White House Office of Intergovernmental Affairs on **Wednesday, February 19, at 3:00 pm EST** to discuss the Obama Administration's commitment to ending homelessness among veterans.

This conversation is a follow-up to the discussion between Cabinet members and Mayors during the Mayors Day at the White House on January 23.

**Call Details:**

**Date:** Wednesday, February 19  
**Time:** 3:00 pm EST  
**Call-in:** (877) 777-1971  
**Passcode:** Please ask the operator to join the "White House Mayors Call"  
**RSVP:** Please [RSVP online](#) to participate in the call.

This call is off the record and not for press purposes.

We look forward to speaking with you on Wednesday.

## Bridgett McCormick

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**From:** Bridgett McCormick  
**Sent:** Monday, February 17, 2014 11:54 AM  
**To:** 'JAnderson@flcities.com'  
**Cc:** Deborah Stevenson  
**Subject:** FW: updated schedule of events for Thursday, February 20, 2014.  
**Attachments:** schedule of events and agenda.docx

Hello Jenny,  
Thank you for the updated agenda.  
Have a good day,

### *Bridgett McCormick*



Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Jenny Anderson [<mailto:JAnderson@flcities.com>]  
**Sent:** Monday, February 17, 2014 11:44 AM  
**To:** 'William J. Peebles'; Bridgett McCormick; 'Franco, Lissette'; 'Safeea Ali'; 'kathy.russell@cityoforlando.net'; 'John Wayne Smith'  
**Subject:** updated schedule of events for Thursday, February 20, 2014.

Attached for your review, is an updated copy of the schedule/agenda for Thursday, February 20, 2014.

Thank You  
Jenny Anderson  
Administrative Coordinator/Florida League of Mayors Relations  
Phone: (850) 701-3624

 No trees were harmed in the sending of this message, however a large number of electrons were inconvenienced. 



# FLORIDA URBAN PARTNERSHIP TALLAHASSEE MEETING

## AGENDA

**DATE:** Thursday, February 20, 2014

**LOCATION:** DoubleTree Hotel - 101 South Adams Street Tallahassee, Florida  
Jacobs Restaurant (private room)

**TIME:** 8:00 a.m. – 8:45 a.m.

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## AGENDA

**8:00 a.m. Breakfast and Issue Briefings**

1. Tax Reform and Relief
2. Local Revenue Sources/Municipal Local Option
3. Unfunded State Mandates
4. Water
5. Film and Television Incentives
6. Homelessness
7. Traffic Enforcement

**8:45 a.m. Depart to the Capitol**

**9:00 a.m.** Meet with Senate President Don Gaetz Room 409, of the Capitol

**9:30 a.m.** Meet with Governor Scott Plaza Level 05, of the Capitol

**Press Availability** Immediately following meeting with Governor Plaza Level, the Capitol

**10:30 a.m.** Meet with House Majority Leader Steve Crisafulli Room 322 of the Capitol

**11:30 a.m.** Meet for Lunch at the Governor's Club 3<sup>rd</sup> floor in the Capitol Room

## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Thursday, February 06, 2014 9:00 AM  
**To:** Thomas Snelling  
**Subject:** RE: Funding totals for HCD Programs

Thank you Thom.

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Thomas Snelling  
**Sent:** Thursday, February 06, 2014 8:46 AM  
**To:** Bob Buckhorn  
**Cc:** Bridgett McCormick; Bob McDonough; RoseMary Soto  
**Subject:** Funding totals for HCD Programs

Mayor,  
Attached are the current funding totals for our various housing, homelessness, rehabilitation and public services programs.  
Thom

## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, February 04, 2014 4:51 PM  
**To:** Thomas Snelling  
**Subject:** RE: THHI Press Conference and Homeless Count

Hi Thom,

I have already informed Maria Barcus that the Mayor is unable to participate in the press conference and the homeless count event.

Thanks,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Thomas Snelling  
**Sent:** Tuesday, February 04, 2014 4:45 PM  
**To:** Maria Barcus  
**Cc:** Bridgett McCormick; Bob McDonough; RoseMary Soto  
**Subject:** RE: THHI Press Conference and Homeless Count

Maria,

I will certainly be there representing Mayor Buckhorn. I will pass this request on to the Mayor and his assistant. Unfortunately, it is very short notice for his attendance. I will also assist with the count and encourage others to do the same.

Thom

---

**From:** Lesa [<mailto:Lesa@homelessofhc.org>] **On Behalf Of** Maria Barcus  
**Sent:** Tuesday, February 04, 2014 4:27 PM  
**To:** [gking@mewilson.com](mailto:gking@mewilson.com); [MerrillM@hillsboroughcounty.org](mailto:MerrillM@hillsboroughcounty.org); [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [murmans@hillsboroughcounty.org](mailto:murmans@hillsboroughcounty.org); [HugginsJ@hillsboroughcounty.org](mailto:HugginsJ@hillsboroughcounty.org); Bob Buckhorn; Bridgett McCormick; Thomas Snelling; RoseMary Soto; [tleiweke@tampabaylightning.com](mailto:tleiweke@tampabaylightning.com); [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [dreed@shepardcap.com](mailto:dreed@shepardcap.com); [johnm@mckibbon.com](mailto:johnm@mckibbon.com); [Marita@mckibbon.com](mailto:Marita@mckibbon.com); [jclark@eckerdfamilyfoundation.org](mailto:jclark@eckerdfamilyfoundation.org); [JShimberg@tampabaytimesforum.com](mailto:JShimberg@tampabaytimesforum.com); [sodria@tampabaytimesforum.com](mailto:sodria@tampabaytimesforum.com); [eivery@uwtb.org](mailto:eivery@uwtb.org); [efeliz@uwtb.org](mailto:efeliz@uwtb.org); [grace.posada@sdhc.k12.fl.us](mailto:grace.posada@sdhc.k12.fl.us); [mmurphy@thespring.org](mailto:mmurphy@thespring.org); [jeromer@thaf1.com](mailto:jeromer@thaf1.com); [marylynnu@dacco.org](mailto:marylynnu@dacco.org)  
**Cc:** [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)  
**Subject:** THHI Press Conference and Homeless Count

Good Afternoon Everyone,

This Thursday, February 6 at 3:30 p.m. THHI will be holding a press conference to speak briefly about our reorganization, share 2 recent key actions (CoC reallocation and coordinated intake and assessment), and put out a call for volunteers for the count. The press conference will be held at the Tampa Bay Times Forum behind the Team Store near the McDonalds Ticket Counter/Premium Entrance. We would love to have as many board members as possible to be present. I will be providing the board with a summary of the talking points tomorrow.

As we all expressed during our last board meeting, this year's homeless count is a critical piece in our efforts to reduce and end homelessness in the City of Tampa and Hillsborough County. In order to ensure the most accurate count

possible, hundreds of volunteers are needed to canvass the county on Thursday, February 27 between 4 a.m. and 11 p.m. As of today, we have only one-fifth of the volunteers we need to ensure a successful count. While the other items will be mentioned, the key purpose of the press conference is to motivate others in the community to step up and volunteer for the count. The key message is that the homeless count provides valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness.

As part of our message, we are working to coordinate some speakers that can motivate members of the community to volunteer – leaders to whom people will respond. At this time, the plan for the press conference is to include, in addition to myself,

- Commissioner Murman who has graciously agreed to speak during the press conference about why she feels the count is a critical piece in the process to reduce and end homelessness in Hillsborough County and why she is taking time to volunteer for the count.
- We have a request out to Mayor Buckhorn to see if he is 1) able to volunteer for the count and 2) participate in the press conference
- We are also working on getting a member of the faith community to speak about why they are helping with the count, and encourage other faith groups to do the same.

During the press conference, we would like to be able to publicly announce a high percentage of participation by our board members as a 'message' to the community that this is a priority effort and to encourage other community leaders to not only volunteer themselves, but to also encourage the people they know to volunteer their time for the count.

On the day of the Homeless Count, volunteers will canvass the county visiting wooded areas, parking lots, meal locations, shelters and other places homeless people are known to frequent to count and survey homeless people. This year will also include a focus on veterans and unaccompanied homeless youth ages 16 to 24 as both these groups have been identified as key target groups in the community's efforts to reduce and end homelessness. Volunteer shifts are typically 4 hours beginning at 4 a.m., however we can arrange a shift length and time that works best for you.

If you are planning on volunteering for the homeless count on February 27, can you please let Lesa Weikel know as soon as possible so we can make this announcement at the press conference? Lesa can be reached at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org) or (813) 223-6115, ext. 45. She will also work with you to coordinate when and where you would like to volunteer on February 27, as well as provide you with the link to the required training video once it is available. She can also answer any questions you may have about the count.

If you have any questions about the press conference or the count, please do not hesitate to contact me.

Respectfully,

Maria P. Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, February 04, 2014 4:33 PM  
**To:** Maria Barcus; [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)  
**Subject:** RE: Please Join Us for "Counting to End Homelessness"

Good Afternoon Maria, Lesa:  
Mayor Bob Buckhorn is unable to participate in the homeless count event.  
Thank you,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Lesa [<mailto:Lesa@homelessofhc.org>] **On Behalf Of** Maria Barcus  
**Sent:** Monday, February 03, 2014 12:51 PM  
**To:** Bob Buckhorn  
**Cc:** Bridgett McCormick  
**Subject:** Please Join Us for "Counting to End Homelessness"

Dear Mayor Buckhorn,

As a community leader with a critical role in helping end homelessness in the City of Tampa and Hillsborough County, I want to take this opportunity to personally invite you to participate in "Counting to End Homelessness" the 2014 Homeless Count in Hillsborough County which will take place on Thursday, February 27, 2014 between 4 a.m. and 11 p.m.

Most often you hear about homeless people and their needs through third party sources – myself and leaders from homeless service providers, national experts, and concerned citizens. By participating in the homeless count, you will have the opportunity to learn firsthand about homelessness directly from homeless people as well as help us gather valuable data needed to not only understand the needs of homeless people in the community and who they are, but also to evaluate the effectiveness of the community's efforts to end homelessness. This year's count numbers will be used as the baseline going forward in measuring the community's success in getting people off the streets and into permanent housing.

On the day of the Homeless Count, hundreds of volunteers will canvass the county visiting wooded areas, parking lots, meal locations, shelters and other places homeless people are known to frequent to count and survey homeless people. This year will also include a focus on veterans and unaccompanied homeless youth ages 16 to 24 as both these groups have been identified as key target groups in the community's efforts to reduce and end homelessness.

If you would like to take advantage of this opportunity to participate in the 2014 Homeless Count in Hillsborough County, please contact Lesa Weikel at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org) or (813) 223-6115, ext. 45. She will work with you to coordinate when and where you would like to volunteer on February 27, as well as provide you with the link to the required training video once it is available. She can also answer any questions you may have about the count.

To ensure the most beneficial volunteer experience, we would recommend that you consider volunteering during the early morning, between 4 a.m. and 8 a.m., lunchtime (between 11 a.m. and 1 p.m.) or after 8 p.m. As part of our effort to highlight the partnership and support between local elected officials and THHI to end homelessness, we will make the

media aware of when you will be volunteering. Historically though, the majority of media coverage on the day of the count takes place in the early morning hours.

Thank you for considering this opportunity and I hope you will be able to be part of this critical effort.

Respectfully,

A handwritten signature in black ink that reads "MPB Barcus". The initials "MPB" are written in a large, stylized cursive font, and the name "Barcus" is written in a smaller, more legible cursive font to the right.

Maria P. Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

Lesa Weikel  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Tuesday, February 04, 2014 4:32 PM  
**To:** Lesa  
**Subject:** RE: Homeless Count - possible press conference

Good Afternoon Lesa,  
Mayor Buckhorn is unable to participate in the press conference.  
Thanks,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Lesa [<mailto:Lesa@homelessofhc.org>]  
**Sent:** Tuesday, February 04, 2014 3:20 PM  
**To:** Bridgett McCormick  
**Subject:** Homeless Count - possible press conference

Hi Bridgett,

I left a message for you earlier today, and understand you busy you are. However I thought I would follow up with an email.

I wanted to find out if Mayor Buckhorn anticipates being able to participate in the upcoming homeless count. I understand that the invitation was just received yesterday, however we are looking to hold a press conference this Thursday afternoon at 3:30 p.m. to put out a call for volunteers as we have only one-fifth of the number of volunteers needed signed up.

We have been thinking of ways to motivate people to sign up to volunteer for the count, and one thought was if elected officials who were able to volunteer for the count would be able to be part of the press conference, this might go a long way in getting other members of the community to sign up to volunteer. We wanted to give Mayor Buckhorn the first opportunity as a city leader to emphasize the importance of the homeless count to ending homelessness. Commissioner Murman from Hillsborough County will be participating in the press conference as the county leader representative.

Again, we do understand that this is short notice. If you could let me know if this is something the Mayor would be interested and able to do, please let me know.

Thank you for your help and time

Lesa Weikel  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, January 28, 2014 2:38 PM  
**To:** Calvin Reed  
**Subject:** RE: Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

Good Afternoon Mr. Reed,  
I will make sure the Mayor gets this additional information. He has not had any breaks in his schedule so far today.  
Regards,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Tuesday, January 28, 2014 2:28 PM  
**To:** Bridgett McCormick  
**Subject:** FW: Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

Mayor Buckhorn,  
FYI

Regards,  
Cal

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Tuesday, January 28, 2014 9:46 AM  
**To:** [Guy King](mailto:Guy.King@hillsboroughcounty.org); [MerrillM@HillsboroughCounty.ORG](mailto:MerrillM@HillsboroughCounty.ORG); [michele.phillips@tampagov.net](mailto:michele.phillips@tampagov.net); [Calvin Reed](mailto:Calvin.Reed@shepard.com); [dreed@shepard.com](mailto:dreed@shepard.com); [rslecz@gracepointwellness.org](mailto:rslecz@gracepointwellness.org); [barnold@ddadevelopment.com](mailto:barnold@ddadevelopment.com); [Kami.Corbett@lennar.com](mailto:Kami.Corbett@lennar.com); [philipmangano@hotmail.com](mailto:philipmangano@hotmail.com); [jrutherford@gracepointwellness.org](mailto:jrutherford@gracepointwellness.org); [john@delavergne.com](mailto:john@delavergne.com); [jschilling@ddadevelopment.com](mailto:jschilling@ddadevelopment.com); [TLeiweke@tampabaytimesforum.com](mailto:TLeiweke@tampabaytimesforum.com); [larsone@hillsboroughcounty.org](mailto:larsone@hillsboroughcounty.org); [Harry.mccurdy@va.gov](mailto:Harry.mccurdy@va.gov)  
**Cc:** [lsmith@mhcinc.org](mailto:lsmith@mhcinc.org)  
**Subject:** RE: Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

For your information and in anticipation of tomorrow's discussion, we were able to formulate a way of accurately tracking Veterans housed in the last quarter of 2013, working closely with Harry McCurdy at the VA. During that quarter 72 Veterans were housed, 31 of whom were chronically homeless, compared to the goal of housing 90 veterans, 45 of whom are chronically homeless, established in advance. Currently, there is no waiting list for Vash vouchers, so any chronically homeless Veteran identified is given a voucher. Any Veteran in need of permanent supportive housing, whether or not they qualify as chronic, is also likely to receive a voucher.



Since beginning to track Veterans, for the nine months beginning in April, 250 Veterans were Housed, including 110 (42%) who were chronically homeless. That number exceeds the 170 individuals with military service identified in the 2013 Count.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

---

**From:** Guy King [<mailto:gking@mewilson.com>]  
**Sent:** Monday, January 27, 2014 4:58 PM  
**To:** [MerrillM@HillsboroughCounty.ORG](mailto:MerrillM@HillsboroughCounty.ORG); [michele.phillips@tampagov.net](mailto:michele.phillips@tampagov.net); [creed@tampatank.com](mailto:creed@tampatank.com); David H. Reed ([dreed@shepardcap.com](mailto:dreed@shepardcap.com)) ([dreed@shepard.com](mailto:dreed@shepard.com)); Maria Barcus; Bob Sleczkowski ([rslecz@gracepointwellness.org](mailto:rslecz@gracepointwellness.org)); Bowen Arnold ([barnold@ddadevelopment.com](mailto:barnold@ddadevelopment.com)); Kami Corbett ([Kami.Corbett@lennar.com](mailto:Kami.Corbett@lennar.com)); Philip Mangano ([philipmangano@hotmail.com](mailto:philipmangano@hotmail.com)); Joe Rutherford ([jrutherford@gracepointwellness.org](mailto:jrutherford@gracepointwellness.org)); [john@delavergne.com](mailto:john@delavergne.com); John Schilling ([jschilling@ddadevelopment.com](mailto:jschilling@ddadevelopment.com)); Tod Leiweke ([TLeiweke@tampabaytimesforum.com](mailto:TLeiweke@tampabaytimesforum.com)); [larsone@hillsboroughcounty.org](mailto:larsone@hillsboroughcounty.org); [Harry.mccurdy@va.gov](mailto:Harry.mccurdy@va.gov)  
**Cc:** Laura Borderieux-Smith ([lsmith@mhcinc.org](mailto:lsmith@mhcinc.org))  
**Subject:** Wednesday 1/29/14 Visit and Tour with Vince Kane, VA Director of the National Center on Homelessness Among Veterans and Philip Mangano former National Homelessness Policy Czar under President Bush

Please review the following schedule and let me know if you can join us for all or part of our exciting schedule.

8:30am Initial Discussion at Guy King's office, M.E. Wilson Co. at **300 W. Platt St**, park in the rear  
10:00am Step Forward's first project, **Cypress Landing 11740 N. 15<sup>th</sup> St Tampa**, Meet with Gracepoint's services team  
10:45am Visit our near-finished **Project #2, Winsome**, for the chronically homeless vets. **4299 Sewaha St. Tampa**. Services by the VA  
11:30am Summary Discussion and Lunch with our jurisdictional leaders at **Gracepoint's remodeled Drew Park facility for Vets, 4403 MLK, Jr Blvd Tampa**  
12:30pm Adjourn ( this facility is next to Tampa International Airport )

We are pleased to have Mr. Mangano and Director Kane for half a day and hope Mayor Buckhorn and County Administrator Merrill can join us at some point despite the short notice.

Best Regards, Guy



**Guy King III**  
President  
300 W. Platt Street | Tampa, FL 33606  
Voice: 813.229.8021 | Fax: 813.229.2795  
[gking@mewilson.com](mailto:gking@mewilson.com)

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## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, January 28, 2014 9:23 AM  
**To:** Calvin Reed  
**Subject:** RE: St. Louis Visit

Good Morning Mr. Reed,  
I will make sure the Mayor sees your message(s).  
Regards,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Tuesday, January 28, 2014 9:12 AM  
**To:** Bridgett McCormick  
**Subject:** FW: St. Louis Visit

FYI

Best regards,  
Cal Reed

**From:** Calvin Reed  
**Sent:** Monday, January 20, 2014 10:45 AM  
**To:** 'Michele Phillips'  
**Cc:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org))  
**Subject:** St. Louis Visit

Mayor Buckhorn,  
Last Thursday and Friday, the Hillsborough County/City of Tampa group concluded an enlightening visit to St. Louis to observe and gather information on that City's very successful homeless initiative. Attending were Mike Merrill, Eric Larson, Maria Barcus, David Reed, and myself. We met with Mayor Slay for a welcome and the had extensive and detailed meetings with Bill Siedhoff, Director of Human Services, and Antoinette Tripplett, Manager of the Homeless Services Division and their staffs, including the St. Louis HUD representative and several non-profit providers who are part of their Continuum of Care. Philip Mangano recommended this visit and was correct in stating that we would see what could be done by a truly functional and committed local Government.

Where Hillsborough County has the primary responsibility for Human Services and the homeless, it is clear that we also must have the City of Tampa committed and involved. I am confident that you and your administration share this view. Mike found significant value in the trip, as did Maria and David. Mike has indicated that he will be consulting with you as to a path forward for our City and County.

Mayor Slay told me that he would be seeing you shortly at a Conference of Mayors. I would like to ask you to thank him for the extensive time and effort his staff dedicated to our visit.

Sincerely,  
Cal Reed

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, January 28, 2014 9:23 AM  
**To:** Calvin Reed  
**Subject:** RE: Visit of V.A. Official

Good Morning Mr. Reed,  
I will make sure the Mayor sees your message(s).  
Regards,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Tuesday, January 28, 2014 9:13 AM  
**To:** Bridgett McCormick  
**Subject:** FW: Visit of V.A. Official

Mayor Buckhorn,  
FYI

Best regards,  
Cal Reed

**From:** Calvin Reed  
**Sent:** Monday, January 27, 2014 8:40 AM  
**To:** Mike Merrill ([merrillm@hillsboroughcounty.org](mailto:merrillm@hillsboroughcounty.org)); 'Michele Phillips'  
**Cc:** 'Guy King'; [dreed@Shepardcap.com](mailto:dreed@Shepardcap.com)  
**Subject:** Visit of V.A. Official

Mayor Buckhorn and Mike Merrill:  
Philip Mangano has arranged a visit, on very short notice, of the V.A. official who leads the V.A.'s homeless programs. We expect Philip to be with him. I am attaching background information.

Guy King will lead the Steps Forward coordination of this visit, as I will be out of the country. We will have better information after our 11:30 a.m. conference call today.

I echo Philip's thoughts, seeing this visit as an opportunity to show the V.A. that our community is serious about addressing homelessness, especially amongst veterans. Steps Forward's second unit, Winsome Place, has provided twenty rooms to the V.A. I see two messages we need to press on the V.A. The first is that this population needs 24/7 wrap around services. The V.A.'s 8-5 weekdays is not enough. They have been persuaded to subcontract services in other locations. Secondly, see what financial backing can be obtained as to service commitments and possibly backing of our capital program, with a promise of added units for veterans.

Please see if the two of you, the key community governmental leaders, can find time in your schedules to put over our message.

Thank you,  
Cal

**From:** Philip Mangano [<mailto:philipfmangano@hotmail.com>]  
**Sent:** Saturday, January 25, 2014 7:24 PM  
**To:** Calvin Reed  
**Cc:** [dreed@Shepardcap.com](mailto:dreed@Shepardcap.com); Guy King  
**Subject:** Re: Steps Forward - Winsome - VA Visit

Gentlemen,

In preparation for Vince's visit a couple of recommendations:

1. Think you should have me join you there for his visit both to smooth the way to our agenda items and to follow up with him to ensure we hit the mark and provide continuity and delivery.
2. We should be certain he sits with Mike and hears a clear commitment to support efforts from a jurisdictional leader. Obviously, if we can arrange a similar meeting with the Mayor or have Mayor in same meeting, that would be the political will they have not seen in the past and which has led to reluctance to innovate there.
3. We should decide on a prospective unit number increase you could commit to if the VA gives us what we ask. That number could serve as an inducement for them to do something special in Tampa. Number should be a response to the number of homeless vets there reported to either HUD or VA.

Let's use this visit to establish the credibility of your efforts and align them with the immediate need and the big picture.

Philip

Sent from my iPhone

On Jan 25, 2014, at 8:44 AM, "Philip Mangano" <[philipfmangano@hotmail.com](mailto:philipfmangano@hotmail.com)> wrote:

Cal and Guy,

This morning I received a call from Vince Kane, the VA person who leads their homeless programs. As you know I have pursued his visiting Tampa since I was there. Sequestration and an injury prevented his travel last year.

He called to confirm that he will visit Tampa on Wednesday, January 29. He will inform the VA Director there to be included.

I'd like to suggest that we confer by phone on Monday to strategize the best itinerary for his visit. Our goal is a commitment from VA to provide 7/24 services for all veteran housing created there. And to encourage a deeper investment to end veteran homelessness in Tampa.

I have flexibility on Monday. Let me suggest noon for our call, but am open to a change of time.

Vince is an old friend since my days in DC. Vince is a thoughtful and reflective civil servant who has advanced an aggressive agenda to end veteran homelessness. You will like him.

Philip

Sent from my iPhone

On Jan 20, 2014, at 3:26 PM, "Calvin Reed" <[creed@tampatank.com](mailto:creed@tampatank.com)> wrote:

Philip,

Moving on from the successful visit you set up for St. Louis, I need to get our group organized to receive the VA. You indicated that they might visit on January 28<sup>th</sup>. Since I will be out of town, Guy King will be the key individual in our group to organize for this visit. Would you please confirm the date as soon as possible and provide us with an agenda for the VA. Mike Merrill and Maria Barcus have indicated their participation. Guy can set up Gracepoint, who are the primary provider of services and executing well at Cypress Landing. A visit to Winsome Place, which is well on its way to being filled by the VA, would seem appropriate.

Please give us your guidance and be sure to include Guy on any communication.

Thank you,  
Cal

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Monday, January 13, 2014 10:18 AM  
**To:** Conchita Tilton; Michele Phillips; Cherrise Wilks  
**Subject:** FW: Florida Housing issues RFA for remaining \$1.7 million in Mortgage Settlement Funds to build housing for homeless persons

Cherrise,  
We will be on the lookout for the letter you will drop by today...thanks.

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Cherrise Wilks  
**Sent:** Monday, January 13, 2014 10:14 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Florida Housing issues RFA for remaining \$1.7 million in Mortgage Settlement Funds to build housing for homeless persons

I will review it this week. I will forward this to Vanessa for her input as well. Thanks.

FYI- I will walk a letter around signatures today for a mayoral letter of support that the Transportation Division is writing to build a Green Lane (bicycling lane). It is due tomorrow, and I want to give you a heads up.

Sincerely,

### ***Cherrise Wilks***

Cherrise Wilks, MPA  
Grants Specialist  
City of Tampa, Dept. of Revenue & Finance  
306 E. Jackson St., 2N  
Tampa, FL 33602  
(813) 274-3325 work  
(813) 274-7410 fax  
[cherrise.wilks@tampagov.net](mailto:cherrise.wilks@tampagov.net)  
[www.tampagov.net](http://www.tampagov.net)

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**From:** Bridgett McCormick  
**Sent:** Monday, January 13, 2014 9:41 AM  
**To:** Cherrise Wilks  
**Subject:** FW: Florida Housing issues RFA for remaining \$1.7 million in Mortgage Settlement Funds to build housing for homeless persons

Good Cherrise,  
The Mayor requested I forward the below to you for review of whether any possibilities for Tampa.  
Thanks,

***Bridgett McCormick***  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Florida Housing Coalition [<mailto:info=flhousing.org@mail67.atl31.mcdlv.net>] **On Behalf Of** Florida Housing Coalition  
**Sent:** Monday, January 13, 2014 9:01 AM  
**To:** Bridgett McCormick  
**Subject:** Florida Housing issues RFA for remaining \$1.7 million in Mortgage Settlement Funds to build housing for homeless persons

Stay up to date on all of the Florida Housing Coalition's latest news with the FHC Member Update.

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## FHFC Request for Applications 2014-101: Financing to Build Permanent Supportive Housing for Homeless Individuals and Families

In late 2013, the Florida Housing Finance Corporation made available \$10 million in mortgage settlement funds to develop rental projects of up to 15 units for homeless individuals and families. Under RFA 2013-006, Florida Housing awarded \$8,303,102 of

the \$10 million to six applicants.

On January 8, Florida Housing issued [RFA 2014-101](#) for the remaining \$1,696,898 of grant funds. **The due date for applications is February 12, 2014.** Please read this RFA carefully, as it has some key differences from RFA 2013-006. Notable changes include:

- Elimination of geographic funding allocation;
- Changes to Extremely Low Income levels by county (Section Four, E.2.b.)
- Opportunity to score points for Site Control (Section Four, J.);
- Clarification of the requirements to achieve Ability to Proceed tie breaker points (Section Four, K.);
- Reimbursement of land (Section Four, N.); and
- The addition of a minimum point score to qualify for an award of funding (Section Five, A.).

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## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Thursday, December 19, 2013 12:26 PM  
**To:** Calvin Reed  
**Subject:** RE: Steps Forward- St. Louis visit

Good Afternoon Mr. Reed,

Mayor Buckhorn has 5 community appearances/speaking commitments that have already been widely advertised and unfortunately will not permit him to travel to St. Louis on January 16-17. Please accept the Mayor's regrets and best wishes for the holiday season. He looks forward to receiving an update on the St. Louis homeless program when you return.

Regards,

***Bridgett McCormick***

Executive Assistant to the Mayor

City of Tampa

306 E. Jackson Street

Tampa, Florida 33602

(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Thursday, December 19, 2013 9:33 AM  
**To:** Bridgett McCormick  
**Subject:** Steps Forward- St. Louis visit

Mayor Buckhorn,

We appear to be set with Mike Merrill for January 16<sup>th</sup> and 17<sup>th</sup> for St. Louis, which includes time with the St. Louis Mayor. I'm disappointed that you could not fit this trip into your schedule until March. To keep the momentum going on the chronic homeless project, we did not feel comfortable waiting that long to go to St. Louis. I hope that you will take a hard look at your schedule and see if there is any way you can join.

Try to slow down your pace for the holidays.

Merry Christmas,  
Cal

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Monday, November 18, 2013 4:43 PM  
**To:** Thomas Snelling; RoseMary Soto  
**Subject:** FW: THHI Board Meeting Dates  
**Attachments:** Meeting Dates.docx; Meeting date response.xlsx

Hi Thom,  
Mayor Buckhorn would like for you to handle the below...thanks.

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Tuesday, November 12, 2013 9:24 AM  
**To:** Bob Buckhorn; David H. Reed ; [eivery@uwtb.org](mailto:eivery@uwtb.org); [grace.posada@sdhc.k12.fl.us](mailto:grace.posada@sdhc.k12.fl.us); Guy King; [jeromer@thaf1.com](mailto:jeromer@thaf1.com); Jim Shimberg; Joe Clark; John McKibbon; [marylynnu@dacco.org](mailto:marylynnu@dacco.org); Mike Merrill; [mmurphy@thespring.org](mailto:mmurphy@thespring.org); Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; [efeliz@uwtb.org](mailto:efeliz@uwtb.org); [HugginsJ@hillsboroughcounty.org](mailto:HugginsJ@hillsboroughcounty.org); Kassandra Pierre; [Marita@mckibbon.com](mailto:Marita@mckibbon.com); RoseMary Soto; [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [sodria@tampabaytimesforum.com](mailto:sodria@tampabaytimesforum.com)  
**Subject:** THHI Board Meeting Dates

The third Tuesday of the month is a County Commission briefing day for Mike and Sandy.

Some of you filled out the meeting date handout to reflect the date you preferred and others filled it out for all dates when you could participate. For those of you who marked the 3<sup>rd</sup> Tuesday only, would you be able to participate on the second Tuesday, even though it is not your preference.

If the second Tuesday does not work out, we will start over.

Thank you for responding as soon as possible.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740



**TAMPA HILLSBOROUGH  
HOMELESS INITIATIVE**

**Transitional Board of Directors  
Tentative Meeting Dates: 2013/2014  
2<sup>nd</sup> or 3<sup>RD</sup> Tuesday of Month**

- December 10, 2013
- December 17, 2013

- January 14, 2014
- January 21, 2014

- February 11, 2014
- February 18, 2014

- March 11, 2014
- March 18, 2014

- April 8, 2014
- April 15, 2014

## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Monday, November 18, 2013 4:42 PM  
**To:** Thomas Snelling  
**Cc:** RoseMary Soto  
**Subject:** FW: THHI Board Meeting Dates

Hi Thom,  
Mayor Buckhorn would like for you to handle the below...thanks.

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

-----Original Message-----

**From:** Mindy Murphy [<mailto:MMurphy@thespring.org>]  
**Sent:** Tuesday, November 12, 2013 10:24 AM  
**To:** Maria Barcus  
**Cc:** Bob Buckhorn; David H. Reed; [eivery@uwtb.org](mailto:eivery@uwtb.org); [grace.posada@sdhc.k12.fl.us](mailto:grace.posada@sdhc.k12.fl.us); Guy King; [jeromer@thaf1.com](mailto:jeromer@thaf1.com); Jim Shimberg; Joe Clark; John McKibbon; [marylynnu@dacco.org](mailto:marylynnu@dacco.org); Mike Merrill; Sandy Murman; Thomas Snelling; Tod Leiweke; Bridgett McCormick; [efeliz@uwtb.org](mailto:efeliz@uwtb.org); [HugginsJ@hillsboroughcounty.org](mailto:HugginsJ@hillsboroughcounty.org); Cassandra Pierre; [Marita@mckibbon.com](mailto:Marita@mckibbon.com); RoseMary Soto; [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [sodria@tampabaytimesforum.com](mailto:sodria@tampabaytimesforum.com)  
**Subject:** Re: THHI Board Meeting Dates

Good morning Maria,  
The second Tuesday of the month has been the Community Alliance's standing meeting from 9-11am at the Children's Board for probably a decade (I'm sitting in it right now). This meeting convenes judiciary, government, law enforcement and service providers around foster care and other issues connected with serving children in our community. It will be difficult for me to consistently miss this meeting.  
Mindy

Sent from my iPhone

On Nov 12, 2013, at 9:22 AM, "Maria Barcus" <[maria@homelessofhc.org](mailto:maria@homelessofhc.org)<<mailto:maria@homelessofhc.org>>> wrote:

The third Tuesday of the month is a County Commission briefing day for Mike and Sandy.

Some of you filled out the meeting date handout to reflect the date you preferred and others filled it out for all dates when you could participate. For those of you who marked the 3rd Tuesday only, would you be able to participate on the second Tuesday, even though it is not your preference.

If the second Tuesday does not work out, we will start over.

Thank you for responding as soon as possible.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

<Meeting Dates.docx>

<Meeting date response.xlsx>

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, October 09, 2013 4:22 PM  
**To:** Kassandra Pierre  
**Subject:** RE: Steering Committee Homeless Initiative- Meeting Date October 22, 2013

Good Afternoon Kassandra,  
Mayor Bob Buckhorn will be in Brazil on a trade mission on Oct. 19-25. He unfortunately cannot attend the meeting.  
Thank you,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Kassandra Pierre [<mailto:kassandra@homelessofhc.org>]  
**Sent:** Wednesday, October 02, 2013 4:18 PM  
**To:** [gking@mewilson.com](mailto:gking@mewilson.com); [MerrillM@hillsboroughcounty.org](mailto:MerrillM@hillsboroughcounty.org); [candy.olson@gmail.com](mailto:candy.olson@gmail.com); Sandy Murman; Bob Buckhorn; Tod Leiweke; david reed; John McKibbon; [jferman@fermanmail.net](mailto:jferman@fermanmail.net); [jclark@eckerdfamilyfoundation.org](mailto:jclark@eckerdfamilyfoundation.org); [jprevite@hcsotampa.fl.us](mailto:jprevite@hcsotampa.fl.us); Jane Castor; [subadans@hillsboroughcounty.org](mailto:subadans@hillsboroughcounty.org); Jim Shimberg; John Bennett; [eivery@uwsuncoast.org](mailto:eivery@uwsuncoast.org); [amy.sawyer@usich.gov](mailto:amy.sawyer@usich.gov); Thomas Snelling  
**Cc:** [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [mary.hultz@sdhc.k12.fl.us](mailto:mary.hultz@sdhc.k12.fl.us); [hugginsj@hillsboroughcounty.org](mailto:hugginsj@hillsboroughcounty.org); Bridgett McCormick; [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [Marita@mckibbon.com](mailto:Marita@mckibbon.com); [groffj@hillsboroughcounty.org](mailto:groffj@hillsboroughcounty.org); RoseMary Soto  
**Subject:** Steering Committee Homeless Initiative- Meeting Date October 22, 2013

Good Afternoon,

Please be advised that the Steering Committee Homeless Initiative Meeting has been scheduled for **Tuesday October 22, 2013 from 8:00- 11:30 AM**.

The location for the meeting has not yet been determined, but will be forwarded upon confirmation.

Thank you,

Kassandra Pierre, Office Manager  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741



## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Thursday, September 12, 2013 2:17 PM  
**To:** kassandra@homelessofhc.org  
**Subject:** RE: The Housing First Approach to Homelessness- A Presentation (Mayor Bob Buckhorn)

Good Afternoon Kassandra,  
Mayor Buckhorn is unable to attend the below meeting, he has to attend the Tampa Port Authority Board meeting. Please accept the Mayor's regrets.  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
Bridgett.mccormick@tampagov.net

---

**From:** Kassandra Pierre [mailto:kassandra@homelessofhc.org]  
**Sent:** Monday, September 09, 2013 3:43 PM  
**To:** Bridgett McCormick  
**Subject:** The Housing First Approach to Homelessness- A Presentation



*Many Directions. One Goal. Ending Homelessness.*

---

### Housing First

---

Please join us for a presentation and discussion of the Housing First approach to homelessness with the following special guests:

**Tod Lipka**  
CEO  
Step Up on Second  
Santa Monica, CA

and

**Philin Mangano**

### 2011 - 2012 Members

#### Honorary Members

City of Tampa

Hillsborough County Board of  
County Commissioners

#### Sustaining Members

Agency for Community  
Treatment Services (ACTS)

Railay Family Foundation

Former Director of the U.S. Interagency Council under Presidents George W. Bush and Barack Obama

Tuesday, September 17<sup>th</sup>  
10:30 a.m. to 12:00 noon

at

The Agency for Community Treatment Services (ACTS),  
4612 N 56th St., Tampa.

Please RSVP to [kassandra@homelessofhc.org](mailto:kassandra@homelessofhc.org).

Thank you.

---

### COALITION FUNDING PARTNERS

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The Homeless Coalition of Hillsborough is grateful for funding support from the organizations listed below.

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

State of Florida -Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

Housing Finance Authority of Hillsborough County

Allegany Franciscan Ministires

Children's Board of Hillsborough County

---

Send general comments, feedback, content ideas and submissions to Lesa Weikel, community relations manager at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org).

THE HOMELESS COALITION OF HILLSBOROUGH COUNTY IS A 501(c) 3 TAX EXEMPT ORGANIZATION. A COPY OF THE OFFICIAL REGISTRATION (#CH-21811) AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE FLORIDA DIVISION OF

Drug Abuse Comprehensive Coordinating Office (DACCO)

Mental Health Care (MHC)

Metropolitan Ministries

Peggy Land

The Salvation Army - Tampa Area Command

Tampa Family Health Centers

Tampa Housing Authority

Volunteers of America of Florida

### Members

Alpha House of Tampa

Bay Area Legal Services

Camelot Community Care

Catholic Charities

Center for Manifestation

Crisis Center of Tampa Bay

Faith Cafe

Francis House

Hillsborough Kids, Inc.

House Celebrations

Liberty Manor for Veterans, Inc.

Mary and Martha House

New Beginnings of Tampa

Northside Mental Health Center

Portamento of Hope

Project Return

Recovery Services of Tampa Bay

Success 4 Kids & Families

The Spring of Tampa Bay

Tampa Crossroads

UNITY North Tampa

University Community Ministries

CONSUMER SERVICES BY CALLING TOLL-FREE (800-435-7352) WITHIN THE STATE.  
REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL OR RECOMMENDATION BY  
THE STATE.

### Individuals

Kenneth Aicher  
Wendy Badger  
Bob Blackwood  
Christine Burdick  
LaShonda T. Coulbeitson  
Matthew Coughlin  
Lisa DeVitto  
Patricia Gorzka  
Kyle O'Donnell  
Candy Olson  
Yomari Rodriguez  
Dave Rogoff  
Larry and Aniko Solomonson  
William Stainton  
Kathleen M. Troy  
Vicki Walker

### COALITION MEETINGS

The Coalition meets every month on the first Thursday from 8:30 to 11:30 a.m. at the Agency For Community Treatment Services (ACTS), 4612 N 56th Street, Tampa, 33610.

### DONATE NOW

Make a tax deductible donation to the Homeless Coalition of Hillsborough County.



	<p><b>Join Us in Cyberspace</b></p> <p><u><a href="#">Follow us on Twitter</a></u></p> <p><u><a href="#">Become a Fan on Facebook</a></u></p> <p><u><a href="#">Visit us on Brand Tampa</a></u></p> <p><u><a href="#">Tampa Bay Homeless Resource Wiki</a></u></p>
--	--

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This email was sent to [bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net) by [kassandra@homelessofhc.org](mailto:kassandra@homelessofhc.org) | [Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).  
Homeless Coalition of Hillsborough County | PO Box 360181 | Tampa | FL | 33673-0181

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Friday, September 06, 2013 10:18 AM  
**To:** kassandra@homelessofhc.org  
**Subject:** FW: Homeless Coalition Steering Committee-Update

**From:** Bridgett McCormick  
**Sent:** Friday, September 06, 2013 10:16 AM  
**To:** 'Kassandra Pierre'  
**Subject:** RE: Homeless Coalition Steering Committee-Update

Good Morning Kassandra,  
I have posted Mayor Buckhorn's available dates on doodle.com, however, the Mayor's busy schedule will not permit him to attend longer **than** 1.5 to 2 hours.  
Thank you,

### ***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Kassandra Pierre [<mailto:kassandra@homelessofhc.org>]  
**Sent:** Wednesday, September 04, 2013 2:42 PM  
**To:** [gking@mewilson.com](mailto:gking@mewilson.com); [MerrillM@hillsboroughcounty.org](mailto:MerrillM@hillsboroughcounty.org); [candy.olson@gmail.com](mailto:candy.olson@gmail.com); Sandy Murman; Bob Buckhorn; Tod Leiweke; [dreed@shepard.com](mailto:dreed@shepard.com); John McKibbon; [jferman@fermanmail.net](mailto:jferman@fermanmail.net); [jclark@eckerdfamilyfoundation.org](mailto:jclark@eckerdfamilyfoundation.org); [jprevite@hcsotampa.fl.us](mailto:jprevite@hcsotampa.fl.us); Jane Castor; [subadans@hillsboroughcounty.org](mailto:subadans@hillsboroughcounty.org); Jim Shimberg; John Bennett  
**Cc:** [SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org); [mary.hultz@sdhc.k12.fl.us](mailto:mary.hultz@sdhc.k12.fl.us); [hugginsj@hillsboroughcounty.org](mailto:hugginsj@hillsboroughcounty.org); Bridgett McCormick; [slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [Marita@mckibbon.com](mailto:Marita@mckibbon.com); [groffj@hillsboroughcounty.org](mailto:groffj@hillsboroughcounty.org); [maria@homelessofhc.org](mailto:maria@homelessofhc.org)  
**Subject:** Homeless Coalition Steering Committee-Update

Dear Members of the Committee,

Since your last meeting, work has been continuing behind the scenes. County representatives, in consultation with some of you, decided that a Transitional Board with public and private participation was needed. Within a year, the Transitional Board will be expected to (a) formulate what the ultimate organizational structure of the Continuum of Care should be and (b) to formulate the community's Strategic Plan on Homelessness.

After consultation with County Attorney Chip Fletcher and Jim Shimberg, acting on behalf of the Steering Committee, the attorneys concluded that the easiest way to accomplish the envisioned organizational change is to modify the Bylaws of the Homeless Coalition of Hillsborough County. To that end, revised Bylaws have been drafted and will be brought before the members of the Coalition at a general meeting on October 3rd. If approved, the Transitional Board will be appointed in October.

At the last meeting of the Steering Committee, the group asked for a more in-depth discussion of the existing situation and efforts underway. We would like to schedule this for a morning in September, from 8 a.m. to 11:30 a.m. Please open the link below and indicate your availability on the proposed dates. You will be notified by email of the final date and location.

<http://doodle.com/q74ckeg4nsumriz4>

Background information for your review prior to the meeting will be provided in parts, by e-mail, between now and the workshop. You will also receive a hard copy of materials at the meeting. Attached is an overview document from HUD, entitled "Establishing and Operating a Continuum of Care", which will provide an introduction to HUD requirements and expectations of a Continuum of Care. Also attached is a checklist for what constitutes "Housing First". From past efforts, the community seems to be in agreement that this approach should be followed. In practice, many programs are not following this philosophy.

Tod Leiweke has been spearheading the branding and communications campaign, including a new name, new website, and a launch event at the beginning of November. The outline of these initiatives will also be presented when the group reconvenes.

In other related developments,

- The next cycle of HUD funding has begun, although we do not yet know what the application deadline will be.
- The Salvation Army is formulating a plan to convert to a 24-hour emergency/bridge housing operation, coming on-line as early as next Spring.
- Work is advancing toward the launch of a Coordinated Intake and Assessment system on December 1.
- The community has received and is filling 205 vouchers for Veterans and 40 vouchers able to house up to 70 people for chronically homeless individuals and families. An additional 18 units of permanent supportive housing for this population were approved in the last cycle and will be coming on-line by the end of the year.
- Staff is working with various providers and the Tampa Police Department to offer options to the homeless persons now using downtown parks, in advance of the enforcement of the City's new ordinances. As part of a month-long effort, a concentrated registration drive, will take place on September 18th. Beginning on September 11, a special court will be hearing all violations of municipal ordinances. Homeless individuals will be offered another opportunity to access whatever help is available.

Thank you,

Maria Barcus, CEO  
Homeless Coalition of Hillsborough County

---

Kassandra Pierre, Office Manager  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Thursday, September 05, 2013 4:58 PM  
**To:** Calvin Reed  
**Subject:** RE: Homeless Initiative - Steps Forward

Good Afternoon Mr. Reed,  
The Mayor's fully booked schedule on September 17<sup>th</sup> will not permit him to have a private meeting, however, he is looking forward to seeing everyone at the breakfast.  
Regards,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Thursday, September 05, 2013 11:54 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Homeless Initiative - Steps Forward

You are correct, I gave you the wrong date.

Calvin

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Thursday, September 05, 2013 10:24 AM  
**To:** Calvin Reed  
**Subject:** FW: Homeless Initiative - Steps Forward

Good Morning Mr. Reed,  
I will have a response for you soon regarding the private meeting. Please note that the date Guy King set the breakfast for is Tuesday morning, September 17<sup>th</sup> at 8:00AM (see the attached).  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Michele Phillips  
**Sent:** Thursday, September 05, 2013 10:01 AM  
**To:** Bridgett McCormick  
**Subject:** FW: Homeless Initiative - Steps Forward

Per Mr. Reed's request....

---

**From:** Calvin Reed [mailto:creed@tampatank.com]

**Sent:** Thursday, September 05, 2013 9:38 AM

**To:** Michele Phillips

**Subject:** Homeless Initiative - Steps Forward

Michele,

Would you please pass this email and the Bios to Mayor Buckhorn.

Mayor,

Steps Forward is very pleased that you will be attending the Steps Forward breakfast and round table discussion being hosted by Guy King on Monday September 16<sup>th</sup>. I have attached bios on our guests, who will be leading the discussions centered around Housing First.

I will be escorting our visitors to various meetings on Monday and Tuesday following the breakfast meeting. It would not be difficult to schedule a quick visit to City Hall, at your convenience, if you would like some private time with them.

Best regards,

Cal Reed



## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Thursday, September 05, 2013 10:24 AM  
**To:** creed@tampatank.com  
**Subject:** FW: Homeless Initiative - Steps Forward  
**Attachments:** CV.docx; 2013.6 Philip F. Mangano Bio.docx; Tod Lipka CV.DOC; Please join STEPS FORWARD to hear from leading experts on "Housing First' Homelessness Solutions that are working in the U.S.

Good Morning Mr. Reed,  
I will have a response for you soon regarding the private meeting. Please note that the date Guy King set the breakfast for is Tuesday morning, September 17<sup>th</sup> at 8:00AM (see the attached).  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Michele Phillips  
**Sent:** Thursday, September 05, 2013 10:01 AM  
**To:** Bridgett McCormick  
**Subject:** FW: Homeless Initiative - Steps Forward

Per Mr. Reed's request....

---

**From:** Calvin Reed [<mailto:creed@tampatank.com>]  
**Sent:** Thursday, September 05, 2013 9:38 AM  
**To:** Michele Phillips  
**Subject:** Homeless Initiative - Steps Forward

Michele,  
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Mayor,  
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I will be escorting our visitors to various meetings on Monday and Tuesday following the breakfast meeting. It would not be difficult to schedule a quick visit to City Hall, at your convenience, if you would like some private time with them.

Best regards,  
Cal Reed



**Carolyn L. Baker, M.Ed.**  
[Carolyn@stepuponsecond.org](mailto:Carolyn@stepuponsecond.org)  
[www.stepuponsecond.org](http://www.stepuponsecond.org)  
[@bakerpost](https://twitter.com/bakerpost)

A senior development professional with over 25 years of experience, Carolyn Baker has secured hundreds of millions of dollars through governmental, corporate, foundation, and private funders for important safety net agencies serving the greater Los Angeles area.

As Vice President of Community Development for Step Up on Second since 2008, Baker plays a key role in listening to and interacting with the community to ensure the success and sustainability of Step Up's permanent housing projects and supportive services.

Participating with Step Up as a Commitment-Maker within The Clinton Global Initiative, Baker advocates for change in the cultural narrative about mental illness. She holds the unshakable belief that recovery is possible for individuals, families, and communities experiencing mental illness.

Baker holds a Master's Degree in Organizational Development, and is a Community College adjunct professor. She is the proud mother of Jaime and Sam, grandmother of Jack, and guardian of Jasper and four hens at Glacier Farms, her urban homestead.





**Philip F. Mangano, President and CEO  
The American Round Table to Abolish Homelessness**

*Former Executive Director,  
United States Interagency Council on Homelessness*

**Philip F. Mangano is President and CEO of the American Round Table to Abolish Homelessness, whose mission is to be a strategic partner with every level of government and every element of the private and faith-based sectors to prevent and end the long misery of homelessness for our poorest neighbors.** Internationally recognized for his bold leadership on an issue seen as intractable, Mr. Mangano's unique blend of business experience, public service, and personal commitment energizes partners to focus on solutions. The Round Table is committed to strategies that are research and data driven, performance-based, consumer-centric, and results-oriented and to rapid dissemination of innovation, information, and inspiration to its partners.

**Mangano shaped new strategies to ensure that policymakers partner with researchers to inform policy direction and budget investment on homelessness through data and research.** In June 2013, he was recognized by the first International Homelessness Research Conference for his record of leadership in crafting public policy based on research and data, in the U.S., Europe, U.K., Canada, and Australia.

**Mr. Mangano led the national strategy to prevent and end homelessness** in his position as the Executive Director of the United States Interagency Council on Homelessness for seven years. Mr. Mangano was appointed as the Council's Executive Director in 2002, serving under both President George Bush and in the first 100 days of the Obama Administration. Mangano's successful results-oriented strategies and innovative initiatives focused the Council's mission to coordinate the Federal response to homelessness and to create partnership throughout government and the private sector to end homelessness.

**The key accomplishments of this new direction were unprecedented:** increased targeted investment and decreased numbers. Record levels of increased Federal spending on homelessness for eight consecutive years nearly doubled resources between 2000 and 2009 to more than \$5 billion. And the first documented national decrease in homelessness was achieved, a 36% decrease in street and chronic homelessness and a 12% overall decrease in homelessness between 2005 and 2009.

**Mangano's new strategies resulted in an unprecedented national partnership** of 20 Federal agencies, 53 Governors of States and Territories, and over 1,000 Mayors and County Executives partnered in over 350 local jurisdictional Ten Year Plans. With his leadership, new interagency and community collaborations have been established across the country. The prioritization by the Council on the prevention of homelessness and rapid re-housing of homeless people focused Federal policy and encouraged local plans and investments from the public and private sectors.

**Mangano led the application of cost benefit analysis and business planning to the issue of homelessness.** His work at the Council gained the attention of mainstream media and some of leading business thinkers, including best-selling authors Malcolm Gladwell and Jim Collins. As noted by Gladwell in the landmark 2006 *New Yorker* article entitled "Million Dollar Murray" which examined the costs of street homelessness and its solutions, the cost benefit strategy demonstrated "why problems like homelessness may be easier to solve than to manage."

As a June 22, 2010 *Christian Science Monitor* editorial noted, federal strategy "aims to build on the success of the last administration," in reducing numbers. . . [Success] ". . . came from a big push by Philip Mangano, who headed the federal Interagency Council on Homelessness under President Bush. Mr. Mangano used federal incentives to get hundreds of communities - local governments, businesses, charities, and religious groups - to work with each other on 10-year plans to actually end chronic homelessness. He stressed solving the problem instead of managing it."

~ more

INNOVATION . . . INFORMATION . . . INSPIRATION

A.R.T. ❖ Five Park Street ❖ Boston, MA 02108  
P: 617.557.0057 F: 617.557.0116

Mr. Mangano has spoken throughout the country on the abolition of homelessness and in Canada, England, Scotland, Australia, New Zealand, Germany, and Denmark, at United Nations and European Union sponsored events and at national meetings in a number of countries. He has been invited to speak at Harvard, Oxford, and a number of university campuses in the United States and abroad.

In 2004 he initiated international dialogue on homelessness with the creation of the Tri-Partite Meetings, which included peers from the Blair government's successful Rough Sleepers Initiative on which the U.S. modeled its strategy, and Canadian and Australian counterparts.

In 2010, Mr. Mangano represented the Round Table as a partner in an unprecedented commitment on housing for homeless people at the Clinton Global Initiative. He is featured in a TIME.com video on the innovation of Housing First, and he co-authored *Modern Homelessness*, a new examination of the partnerships and results of the last decade (2011).

The new national partnership led to unprecedented state and local investments across the country. Additional collaborations with the U.S. Conference of Mayors, the National League of Cities, the National Association of Counties, and the National Governors Association resulted in new visibility on the issue of homelessness across the country. Focused on performance and accountability, the Council initiated strategies that, as Mr. Mangano has characterized them, "move beyond funding to investing, beyond inputs to outcomes, and beyond managing the crisis to ending the disgrace."

### **Leadership recognized by a broad spectrum of major media**

A sample of national media reports on Mangano's tenure show the resonance of leadership and results across a wide range of commentary.

*Malcolm Gladwell on why he personally selected "Million Dollar Murray" to include in his new anthology:* "[Mangano] was the Paul Revere of this new policy . . . traveled incessantly . . . making the argument that it is cheaper to solve homelessness than to treat homelessness, that the homeless person who stays on the streets costs us all far more money than if we simply were to go and give that person an apartment, you know, someone to watch over them and, finally, a job . . . And I wrote a piece about his ideas, his crusade, and also the kind of larger intellectual context in which he was operating."

*New York Times:* The Council's initiative is a "burst of effort [that] has buoyed a field long accustomed to futility and part of an accelerating national movement that has reduced the numbers of the chronically homeless."

*San Francisco Chronicle:* the "most aggressive nationwide strategy in a generation to solve homelessness."

*David Frum in The National Review:* "His approach to homelessness has transformed a situation once seen as hopeless by discarding orthodoxies once seen as unquestionable. He deserves immense credit."

*Bloomberg News:* "Democrats Say Administration Plan Offers Solutions: . . . A number of big-city Democratic mayors who have often been harshly critical of Bush's domestic policies [say the new approach] offers practical solutions to a problem that has vexed them for decades."

*Governing* writing about Mangano's recognition as the first and only federal official to be awarded the Public Official of the Year Award since the award was established in 1994: ". . . Mangano is open to any tactic, as long as it is backed by data showing that it works to end homelessness rather than shift the problem somewhere else. Mangano's worldview resonates with local officials who are at their wits' end on the homeless problem. By framing the issue around research, not ideology, Mangano has forged unlikely alliances between the Bush administration and many Democratic mayors."

*The Economist:* "As Philip Mangano points out, the main task is not spending money but co-ordination—bringing together programs such as Medicaid and food stamps and, most important, getting the cities to join in . . . "

~ more

*The Christian Science Monitor*: "taking a business-school approach to the problem . . ."

*Fortune*: "while applying the metrics of business to homelessness may sound icily clinical, ultimately this is the language of hope."

### **Leadership recognized by jurisdictional partners**

In leading the federal Council and infusing it with vision and solution-oriented strategies, Mr. Mangano inspired a national partnership of jurisdictional leaders at every level of government and the private sector to prevent and end homelessness. His work with Governors and Mayors reframed the national response to homelessness, demonstrating through unprecedented results in communities across the country and in the lives of homeless people that innovative solutions shaped by partnership offer new hope to reduce and abolish homelessness.

In June 2009, the United States Conference of Mayors, the nonpartisan leadership organization of the elected CEO's of over 1,200 cities, unanimously commended Mr. Mangano for his leadership by adopting an official resolution noting that "under his leadership, the Council was revitalized from dormancy, was infused with a vision and strategy shaped by his experience in the field, and reframed the national response to homelessness, ensuring that the federal government worked in an inductive partnership with local communities."

The new national partnership led to unprecedented state and local investments across the country. Additional collaborations with the U.S. Conference of Mayors, the National League of Cities, the National Association of Counties, and the National Governors Association resulted in new visibility on the issue of homelessness across the country. Focused on performance and accountability, the Council initiated strategies that, as Mr. Mangano has characterized them, "move beyond funding to investing, beyond inputs to outcomes, and beyond managing the crisis to ending the disgrace."

Additional accomplishments of the seven years of Mangano's as leader of the Council were:

- The national response to homelessness was reframed by partnering with states and communities to create strategic plans led by jurisdictional elected officials, shaped by community stakeholders, oriented around business principles and practices, and measured by results in reducing homelessness.
- A consumer oriented approach has been adopted that involves homeless and formerly homeless people as customers in decision making. That emphasis led to the identification by consumers of the central antidote to homelessness, housing.
- The Housing First approach - the rapid rehousing of the most vulnerable and disabled homeless people on the streets - was widely viewed as counterintuitive but is now the central field-tested, evidence-based strategy of local business planning and internationally adopted. The innovation is now the prevalent strategy to reduce homelessness, not only in the United States, but in countries around the world.
- The Council affirmed, supported, and made visible innovative initiatives that are now fundamental to strategic thinking and planning, identifying an appetite for both innovation and inspiration on this issue

### **Nationally recognized expertise with communities, faith organizations, and consumers**

Mr. Mangano brings to his work more than 25 years of experience in the issue of homelessness, both in public policy and solution-oriented programs. In his work in Massachusetts, Mr. Mangano originated the abolitionist notion of changing the verb and intent of homelessness from *managing* the response to *ending* the disgrace by moving beyond a status quo that was well intentioned to innovations that are results oriented.

Prior to his appointment to the Council, Mr. Mangano was the founding Executive Director of a regional advocacy alliance that became the Massachusetts Housing and Shelter Alliance (MHSA), a statewide coalition of 80 agencies operating more than 250 programs. During his 12-year tenure in that position, MHSA developed statewide strategies to reduce and end homelessness in Massachusetts which influenced national dialogue on homelessness in Washington and throughout the nation.

~ more

His commitment to the abolition of homelessness began in his work in Boston and continued in Washington, DC. Mr. Mangano began his work in homelessness in the 1980s, starting as a full-time volunteer on a Boston breadline, and then working with African-American churches in responding to homelessness, and eventually serving as Director of Homeless Services for the City of Cambridge. He worked with Children's Services of Roxbury, Massachusetts to create housing programs for homeless families.

Throughout his career, Mr. Mangano has initiated involvement with many faith-based organizations on the issue of homelessness. The 165-year-old Episcopal City Mission of the Diocese of Massachusetts recently recognized him with the Rev. Robert W. Tobin Award for Social Justice. As Director for the Family Homelessness and Housing Programs operated by St. Paul African Methodist Episcopal Church, Mr. Mangano worked closely with the historic African-American Church and the Cambridge Black Pastors' Conference.

Mr. Mangano was also responsible for the creation of Cambridge Clergy for Affordable Housing, a multi-congregational effort to respond to homelessness issues. Prior to his work at MHSA, Mr. Mangano participated in the creation and development of a variety of community-based organizations including as a founding member of a social justice group in Los Angeles and as President of Social Action Ministries of Greater Boston.

Although Mr. Mangano's non-stop travel schedule has included visits to Mayors, County Executives, Governors, and innovative programs, he is most at home speaking with homeless and formerly homeless people. Wherever he travels, he takes time to meet with the "consumers and customers of all our planning, resources, and partnership" to ensure that "our poorest neighbors" are central to the creation of policy and the investment of resources.

### **Recognitions and Honors**

Mangano's work has been nationally honored by a wide variety of public and private sector, media, academic, business, and community partners:

- Honored in October 2011 with the Saint Francis of Assisi Award by the Knights of Saint Francis of Assisi at La Porziuncola Nuovo, National Shrine of Saint Francis, San Francisco;
- Honored in May 2009 with a Doctor of Humane Letters degree (Honoris Causa) by the University of Puget Sound, an institution focused on public service, where he delivered the commencement address;
- Nominated by Malcolm Gladwell as one of TIME Magazine's 100 Most Influential People [2007];
- Recognized by the International Downtown Association (IDA) in 2008 with a *Lifetime Achievement Award* (previously awarded just five times), IDA's most prestigious award, for "leadership, dedication, and generosity;"
- Named by *Governing Magazine* as the first and only Federal official ever to be honored with its *Public Official of the Year Award* [2006];
- Named by Harvard University's John F. Kennedy School of Government one of the 2009 "Top 50 Government Innovations" in the nation, recognition also awarded in 2007;
- Included in the United Nations Human Settlements Program (UN-HABITAT) competition for the 2010 *UN-Habitat Award*, sponsored by the Kingdom of Bahrain;
- Recognized with the 2008 Dubai International Award for Best Practices (DIABP) for the business model strategy as one of the "100 Best Practices" in the world;
- Recognized by the National Human Services Assembly with its 2006 *Essence of Leadership* award for excellence in national public sector leadership;
- Recognized with the 2008 Coldwell Banker *Spirit of Home Award*;
- Presented with the 2008 Corporation for Supportive Housing *Champion of Supportive Housing Award* by the key national partner in increasing housing for vulnerable homeless people;
- Awarded the *HOME* magazine 2006 annual *Shelter* award for his national work in "enriching community spirit and well-being by fostering a sense of home;"
- Commended by the Commonwealth of Kentucky with the *Kentucky 2006 Spirit of Unity Honor of Excellence Lifetime Achievement Award*;
- Recognized by Boston's Wainwright Bank, considered the nation's leading socially progressive bank, with its annual *Social Justice Award*;

~ more

- Recognized with the *Rev. Canon Brian S. Kelley Public Servant Award* in 2006 by the Massachusetts Housing and Shelter Alliance, an award which acknowledges a public official who has demonstrated leadership in addressing the needs of the poorest; and
- Presented with the National Alliance to End Homelessness *Private Sector Award* in 2001.

Additionally, The Associated Press presented him with its National "Hero" Award. He was named a "City Light" by *The Boston Globe*; a "Local Hero" by *The Boston Phoenix*; and a "face to watch" by *Boston Magazine*. He is the recipient of numerous proclamations from the Massachusetts House of Representatives, the Massachusetts Senate, and cities throughout the Commonwealth for the statewide impact of his work on homelessness. Mr. Mangano is the recipient of commendations from the Massachusetts Departments of Mental Health and Public Health, and he holds several community service awards from the United Way and clergy organizations.

Mr. Mangano is a member of the Board of Directors of the Dalai Lama Center for Ethics and Transformative Values at MIT and Step Up on Second in Santa Monica, CA. He is a Knight of La Nuova Porziuncola of St. Francis of Assisi in San Francisco.

### **Education and Influences**

Mr. Mangano holds an M.A. from Gordon-Conwell Theological Seminary in Massachusetts, a B.S. from Boston University, and Certificates in Business Law and Entertainment Law from UCLA.

Through his historical and theological training, Mr. Mangano's work has been inspired by the words and actions of the abolitionists, particularly William Lloyd Garrison and Frederick Douglass. He credits the lives and writings of Saint Francis of Assisi and Simone Weil for spiritual inspiration in his work.

**Tod Lipka**  
[tod@stepuponsecond.org](mailto:tod@stepuponsecond.org)  
[@todlipka](#)

## **Experience**

**Chief Executive Officer, Step Up on Second** 2001- present  
Oversee all operations of this nationally recognized mental health agency with a \$20M budget and staff of 125 FTE serving 1,800 mentally ill and homeless mentally ill adults each year with comprehensive services; meals, housing, psychiatric and case management support. Step Up sponsors eight permanent supportive housing projects in Hollywood and Santa Monica. Member of the Clinton Global Initiative and a 2010 Commitment Maker recognized by President Clinton. [www.stepuponsecond.org](http://www.stepuponsecond.org)

**Executive Director, Professional in Human Resources Assn.** 1995-2001  
Management of this 4,000 member professional association serving Southern California corporations and HR professionals. Support extensive volunteer leadership program, board development, public relations, succession planning and manage association events including a annual 5,000 participant conference. Manage staff of eight in providing excellence in service to members. [www.pihra.org](http://www.pihra.org)

**Director, Second Careers Program** 1982-1995  
Management of this nonprofit temporary employment agency enabling retirees and older workers to re-join the productive ranks of employment. Oversee an ongoing outside temporary workforce of 100 employees, management of corporate retiree re-employment program with corporations including ARCO, Los Angeles Times and Transamerica. Quadrupled fees for service revenue through expansion of the temporary service agency on a nonprofit basis. Manage staff of six FTE's. Served as Asst. Director from 1982-86.

**Assistant Director, Second Careers Program, Los Angeles** 1982-1986  
**Director, Elderly Outreach & Advocacy Program, Hill Center, Inc., Hartford, CT** 1978-1980  
**Outreach Worker, SPA Senior Center, Hartford, CT** 1976-1978

## **Memberships and Affiliations**

- Clinton Global Initiative, member representative for Step Up on Second
- Rotary Club of Santa Monica
- Association of Community Human Services Agencies (ACHSA)
- Westside Shelter and Hunger Coalition
- Hollywood 4WRD- Hollywood Homeless Coalition
- Los Angeles Supportive Housing Alliance
- Southern CA Association of Nonprofit Housing
- American Society of Fundraising Professionals (AFP)

## **Education**

- M.P.A. & M.S., Gerontology  
University of Southern California, 1982
- B.A., Sociology  
University of Hartford, 1976

## **Publications**

*"How to Create Permanent Supportive Housing for Homeless and Mentally Ill"*, a publication underwritten by a grant from the Corporation for Supportive Housing



## Bridgett McCormick

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**From:** Bridgett McCormick  
**Sent:** Tuesday, September 03, 2013 4:58 PM  
**To:** cwilson@mewilson.com  
**Subject:** FW: Please join STEPS FORWARD to hear from leading experts on "Housing First" Homelessness Solutions that are working in the U.S.  
**Attachments:** Invitation - 5.pdf

Good Afternoon Cathy,  
Mayor Bob Buckhorn will attend the breakfast.  
Thank you,

### *Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Guy King [<mailto:gking@mewilson.com>]  
**Sent:** Tuesday, September 03, 2013 4:32 PM  
**To:** [maria@homelessofhc.org](mailto:maria@homelessofhc.org); Joe Rutherford ([jrutherford@gracepointwellness.org](mailto:jrutherford@gracepointwellness.org)); [candy.olsen@gmail.com](mailto:candy.olsen@gmail.com); [dreed@shepardcap.com](mailto:dreed@shepardcap.com); [creed@tampatank.com](mailto:creed@tampatank.com); [tim.marks@metromin.org](mailto:tim.marks@metromin.org); Tod Leiweke ([TLeiweke@tampabaytimesforum.com](mailto:TLeiweke@tampabaytimesforum.com)); [john@delavergne.com](mailto:john@delavergne.com); John McKibbon ([johnM@mckibbon.com](mailto:johnM@mckibbon.com)); [MerrillM@HillsboroughCounty.ORG](mailto:MerrillM@HillsboroughCounty.ORG); Jim Previterra ([jimprevitera@verizon.net](mailto:jimprevitera@verizon.net)); Glenn Oken; [banksb@hillsboroughcounty.org](mailto:banksb@hillsboroughcounty.org); Bowen Arnold ([barnold@ddadevelopment.com](mailto:barnold@ddadevelopment.com)); Bob Sleczkowski ([rslec@gracepointwellness.org](mailto:rslec@gracepointwellness.org)); Peggy Curtin; Bridgett McCormick; [rbrown@actsfl.org](mailto:rbrown@actsfl.org); [sandramurman410@aol.com](mailto:sandramurman410@aol.com); Kami Corbett ([Kami.Corbett@lennar.com](mailto:Kami.Corbett@lennar.com)); [twedekind@pemhs.org](mailto:twedekind@pemhs.org); Jane Castor  
**Subject:** Please join STEPS FORWARD to hear from leading experts on "Housing First" Homelessness Solutions that are working in the U.S.

Please join the *Steps Forward* board of directors for an informative discussion about how the "housing first" approach is working in other cities. Our mentor, Tod Lipka, from Step Up On Second in Santa Monica will appear with Phil Mangano, the former homelessness czar under Presidents Bush and Obama. Mayor Bob Buckhorn and Commissioner Sandy Murman will be joining us. A light breakfast will be served.

Please RSVP to Cathy Wilson at 813 229-8021 or [cwilson@mewilson.com](mailto:cwilson@mewilson.com)

Best Regards, Guy



**Guy King III**  
President  
300 W. Platt Street | Tampa, FL 33606  
Voice: 813.229.8021 | Fax: 813.229.2795  
[gking@mewilson.com](mailto:gking@mewilson.com)

**Risk Management, Insurance & Benefits**  
*Knowledge is the Best Insurance*

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---

# STEPS FORWARD

Ending homelessness  
through housing first.

**Please join us for breakfast at  
The University Club, with special guests:**

**Tod Lipka**

CEO - Step Up on Second, Santa Monica, CA

**&**

**Phil Mangano**

Former National Homelessness Czar under  
Presidents George W. Bush and Barack Obama



## Details

**Tuesday September 17th**

**8:00 am**

**University Club**

**One City Center**

**38th Floor**

## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Thursday, August 29, 2013 11:19 AM  
**To:** Maria Barcus; Thomas Snelling  
**Cc:** RoseMary Soto  
**Subject:** RE: Meeting Request (Mayor Bob Buckhorn)

Thank you Maria. The Mayor is looking forward to meeting with you on Sept. 18 at 9:30am. The Mayor wants to know who, if anyone, is joining you for the meeting. Thom Snelling will be joining Mayor Buckhorn for the meeting.  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Thursday, August 29, 2013 10:53 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Meeting Request (Mayor Bob Buckhorn)

Bridgett,

That's wonderful news. Let's schedule 9/18 at 9:30 a.m.

Maria  
Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

---

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Thursday, August 29, 2013 10:47 AM  
**To:** Maria Barcus  
**Cc:** Cassandra Pierre  
**Subject:** RE: Meeting Request (Mayor Bob Buckhorn)

Good Morning Ms. Barcus,  
Mayor Buckhorn is available at either of the following times for the requested meeting (45-60 Minutes):

**September 18 at 9:30am, or at 2pm.**

Please let me know what works. I look forward to hearing from you.  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor

City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Miray Holmes  
**Sent:** Tuesday, August 27, 2013 1:15 PM  
**To:** Maria Barcus  
**Cc:** Cassandra Pierre; Bridgett McCormick; Dennis Rogero  
**Subject:** RE: Meeting Request

Hi Maria:

Bridgett McCormick will be scheduling this meeting and will keep me in the loop on the day and time. Bridgett is copied on this email.

As we discussed, there may be someone within the City with expertise on Homelessness issues that the Mayor may want to represent him on the Homeless Coalition leadership group.

Regards.  
Miray

---

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Monday, August 26, 2013 4:44 PM  
**To:** Miray Holmes  
**Cc:** Cassandra Pierre  
**Subject:** Meeting Request

Hi, Miray,

I was hoping we could both meet with the Mayor to provide an update on the transition and discuss the possibility of establishing an Intake, Assessment and Placement center within the next few months.

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, August 28, 2013 11:07 AM  
**To:** Thomas Snelling  
**Cc:** RoseMary Soto; RoseMary Soto  
**Subject:** RE: Meeting Request - H.C. Homeless Coalition

Thanks – will keep you posted

---

**From:** Thomas Snelling  
**Sent:** Wednesday, August 28, 2013 10:53 AM  
**To:** Bridgett McCormick  
**Cc:** RoseMary Soto; RoseMary Soto  
**Subject:** RE: Meeting Request - H.C. Homeless Coalition

Bridgett,  
I will make myself available either time.  
Thom

---

**From:** Bridgett McCormick  
**Sent:** Wednesday, August 28, 2013 10:41 AM  
**To:** Thomas Snelling  
**Cc:** RoseMary Soto  
**Subject:** Meeting Request - H.C. Homeless Coalition

Good Morning Thom,  
The Mayor would like for you to join him for a meeting requested by Maria Barcus, CEO of the H.C. Homeless Coalition so that she can provide an update on the transition and discuss the possibility of establishing an Intake, Assessment and Placement center within the next few months. Please let me know your availability at the following times (1 hour):

**Wed. Sept. 18**

**9:30am**  
**2pm**

If you are available I will finalize the time with Ms. Barcus and keep you posted.  
Thanks,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Miray Holmes  
**Sent:** Tuesday, August 27, 2013 1:15 PM  
**To:** Maria Barcus  
**Cc:** Kassandra Pierre; Bridgett McCormick; Dennis Rogero  
**Subject:** RE: Meeting Request

Hi Maria:

Bridgett McCormick will be scheduling this meeting and will keep me in the loop on the day and time. Bridgett is copied on this email.

As we discussed, there may be someone within the City with expertise on Homelessness issues that the Mayor may want to represent him on the Homeless Coalition leadership group.

Regards.  
Miray

---

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Monday, August 26, 2013 4:44 PM  
**To:** Miray Holmes  
**Cc:** Kassandra Pierre  
**Subject:** Meeting Request

Hi, Miray,

I was hoping we could both meet with the Mayor to provide an update on the transition and discuss the possibility of establishing an Intake, Assessment and Placement center within the next few months.

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

## **Bridgett McCormick**

---

**From:** Bob Buckhorn  
**Sent:** Friday, May 03, 2013 11:30 AM  
**To:** Maria Barcus  
**Cc:** candy.olson@gmail.com  
**Subject:** RE: A New Community Approach to Homelessness Discussion - Hosted by Guy King, III (Mayor Bob Buckhorn)

Good Morning Maria,  
Mayor Buckhorn will attend the breakfast meeting on May 16<sup>th</sup> at 8:30AM at the University Club. Please let me know if I can assist further.  
Sincerely,

***Bridgett McCormick***

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

-----Original Appointment-----

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Friday, May 03, 2013 11:21 AM  
**To:** Bridgett McCormick  
**Subject:** A New Community Approach to Homelessness Discussion - Hosted by Guy King, III  
**When:** Thursday, May 16, 2013 8:30 AM-10:00 AM (GMT-05.00) Eastern Time (US & Canada).  
**Where:** University Club, 201 N Franklin St., Suite 3800

(This message is being sent on behalf of Candy Olson, Mike Merrill and Guy King.)

Good morning:

As you are aware, we are inviting a small group of public officials and community leaders to lunch to discuss a new community approach to homelessness.

The luncheon originally scheduled on April 29th has been rescheduled to an 8:30 am breakfast on May 16th.

Please utilize the accept meeting feature or RSVP to [candy.olson@gmail.com](mailto:candy.olson@gmail.com) by Friday May 10, 2013.



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## **Bridgett McCormick**

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**From:** Bridgett McCormick  
**Sent:** Tuesday, April 30, 2013 9:07 AM  
**To:** Darren Steptoe  
**Subject:** RE: Rescheduling April 29th Luncheon

Good Morning Darren,  
Please see Doodle for Mayor Buckhorn's availability.  
Thanks,  
Bridgett

---

**From:** Darren Steptoe [<mailto:darren@homelessofhc.org>]  
**Sent:** Tuesday, April 30, 2013 9:03 AM  
**To:** Bridgett McCormick  
**Subject:** RE: Rescheduling April 29th Luncheon

Thank you, Bridgett. Talk to you soon.

Darren

---

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Monday, April 29, 2013 10:33 AM  
**To:** Darren Steptoe  
**Subject:** RE: Rescheduling April 29th Luncheon

Good Morning Darren,  
I apologize for our delay. Mayor Buckhorn is available on May 9<sup>th</sup>, but as Doodle shows others are not. I therefore need to get with the Mayor this afternoon to see if we can move meetings/events on a couple of the other dates and get back with you sometime this afternoon.  
Thank you,

***Bridgett McCormick***  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

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**From:** Darren Steptoe [<mailto:darren@homelessofhc.org>]  
**Sent:** Monday, April 22, 2013 4:07 PM  
**To:** [gking@mewilson.com](mailto:gking@mewilson.com); [MerrillM@HillsboroughCounty.org](mailto:MerrillM@HillsboroughCounty.org); [candy.olson@gmail.com](mailto:candy.olson@gmail.com);  
[murmans@hillsboroughcounty.org](mailto:murmans@hillsboroughcounty.org); [tleiweke@tampabaylightning.com](mailto:tleiweke@tampabaylightning.com); [jclark@eckerdfamilyfoundation.org](mailto:jclark@eckerdfamilyfoundation.org);  
[slewis@tampabaytimesforum.com](mailto:slewis@tampabaytimesforum.com); [jprevite@hcsotampa.fl.us](mailto:jprevite@hcsotampa.fl.us); [dreed@shepardcap.com](mailto:dreed@shepardcap.com); Bridgett McCormick;  
[SekouriM@hillsboroughcounty.org](mailto:SekouriM@hillsboroughcounty.org)  
**Cc:** Maria Barcus  
**Subject:** Rescheduling April 29th Luncheon

Good afternoon:

(This message is being sent on behalf of Candy Olson, Mike Merrill and Guy King.)

As you are aware, we are inviting a small group of public officials and community leaders to lunch to discuss a new community approach to homelessness. The lunch on April 29<sup>th</sup> is being rescheduled since some of you were unable to attend on that date. We are inquiring about your availability prior to finalizing the new date in an effort to find a date that works for most of us. Please follow the link below and check off the times that you are available.

**LINK:**

<http://doodle.com/rkgcniyvidf2w2x7>

<http://doodle.com/rkgcniyvidf2w2x7>

Thank you,

**Darren Steptoe**  
**(813) 223-6115**  
**Homeless Coalition of Hillsborough County**  
**PO Box 360181, Tampa, FL, 33673-0181**

## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Thursday, April 04, 2013 3:09 PM  
**To:** Keith@nlc.org  
**Subject:** FW: Invitation Letter for Mayor Buckhorn  
**Attachments:** 100,000 Homes Campaign Letter - Elisha Harig-Blaine - April 2013.docx

I will have a response for you soon.

---

**From:** Kim Keith [<mailto:Keith@nlc.org>]  
**Sent:** Thursday, April 04, 2013 3:02 PM  
**To:** Bridgett McCormick  
**Subject:** Invitation Letter for Mayor Buckhorn

Thank You!

Here it is.

*Kim S. Keith*  
*Senior Coordinator to*  
*Executive Director*  
National League of Cities  
1301 Pennsylvania Avenue, N.W.  
Suite 550  
Washington, DC 20004  
(202) 626-3010 – Office  
(202) 626-3143 - Fax  
[keith@nlc.org](mailto:keith@nlc.org)



**REGISTER NOW AND SAVE**  
CONGRESS OF CITIES AND EXPOSITION, SEATTLE, WA  
NOVEMBER 13 – 16, 2013

---

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Thursday, April 04, 2013 2:55 PM  
**To:** Kim Keith  
**Subject:** RE: Invitation Letter for Mayor Buckhorn

Yes -- please e-mail to me at [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Kim Keith [<mailto:Keith@nlc.org>]  
**Sent:** Thursday, April 04, 2013 2:50 PM  
**To:** Bridgett McCormick  
**Subject:** RE: Invitation Letter for Mayor Buckhorn

Hi Bridgett,

It's time sensitive, so would I be able to e-mail it to you??? It's from Clarence Anthony our Executive Director.

Please advise.

Tks!!!

**Kim S. Keith**  
**Senior Coordinator to**  
**Executive Director**  
National League of Cities  
1301 Pennsylvania Avenue, N.W.  
Suite 550  
Washington, DC 20004  
(202) 626-3010 – Office  
(202) 626-3143 - Fax  
[keith@nlc.org](mailto:keith@nlc.org)



**REGISTER NOW AND SAVE**  
CONGRESS OF CITIES AND EXPOSITION, SEATTLE, WA  
NOVEMBER 13 – 16, 2013

---

**From:** Bridgett McCormick [<mailto:Bridgett.McCormick@tampagov.net>]  
**Sent:** Thursday, April 04, 2013 2:48 PM  
**To:** Kim Keith  
**Subject:** RE: Invitation Letter for Mayor Buckhorn

Hello Kim,  
The address is:

**Mayor Bob Buckhorn**  
City of Tampa  
306 E. Jackson Street – 1<sup>st</sup> Floor  
Tampa, Florida 33602

Please let me know if I can assist you further.  
My best,

**Bridgett McCormick**  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

---

**From:** Kim Keith [<mailto:Keith@nlc.org>]  
**Sent:** Thursday, April 04, 2013 2:43 PM  
**To:** Bridgett McCormick  
**Subject:** Invitation Letter for Mayor Buckhorn

Hi Bridgett,

I had an invitation letter for the Mayor and I just wanted to make sure where you wanted me to send it???

Please advise.

Tks!!!

***Kim S. Keith***  
***Senior Coordinator to***  
***Executive Director***  
National League of Cities  
1301 Pennsylvania Avenue, N.W.  
Suite 550  
Washington, DC 20004  
(202) 626-3010 – Office  
(202) 626-3143 - Fax  
[keith@nlc.org](mailto:keith@nlc.org)



**REGISTER NOW AND SAVE**  
CONGRESS OF CITIES AND EXPOSITION, SEATTLE, WA  
NOVEMBER 13 – 16, 2013

# NATIONAL LEAGUE of CITIES

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Executive Director  
Clarence E. Anthony

April 3, 2013

The Honorable Bob Buckhorn  
Mayor  
City of Tampa  
306 East Jackson Street  
Tampa, FL 33602

Dear Mayor Buckhorn,

On behalf of the National League of Cities, the Home Depot Foundation, and our partner the 100,000 Homes Campaign, we would be honored to have you join us to offer 5-10 minutes of welcoming remarks at the beginning of a Veterans Bootcamp, in Tampa, on **Monday, April 15, 2013 at 8:30am**.

As you may know, the National League of Cities is an official partner of the 100,000 Homes Campaign. The campaign's goal is to house 100,000 of the most vulnerable homeless. The two primary populations of focus are the chronically homeless and homeless veterans. To improve outcomes in communities, the campaign has developed "bootcamps" to bring various federal, state, county, local, and non-profit stakeholders together and develop action-oriented processes to implement data-driven best practices.


From Monday, April 15 - Wednesday, April 17 there will be a bootcamp focusing specifically on homeless veterans. At this event, there will be representatives from the National League of Cities, Citi Financial, the Home Depot Foundation, the U.S. Department of Veterans Affairs, the U.S. Department of Housing and Urban Development, and the U.S. Interagency Council to End Homelessness.

In addition, there will be representatives from cities including Houston, TX; Dallas, TX; Austin, TX; Ft. Worth, TX; Waco, TX; Sarasota, FL; Ft. Meyers, FL; Punta Gorda, FL; and Clearwater, FL. The event is happening at the Embassy Suites in downtown Tampa in the Bayside Ballroom (513 South Florida Avenue). It is anticipated that approximately 125 people will be in attendance.

We hope you will join us in elevating the importance of this work in cities across the country by coming to offer your words of encouragement. Thank you in advance for your consideration to be a part of this exciting opportunity to end the national tragedy of homeless among those who have so nobly served our country.

Should you and/or members of your staff have any further questions about this opportunity, please feel free to contact Mr. Elisha Harig-Blaine, NLC's Senior Housing Associate, at (202) 626-3005 or [harig-blaine@nlc.org](mailto:harig-blaine@nlc.org); Kim Keith (202) 626-3010 or [keith@nlc.org](mailto:keith@nlc.org).

Sincerely,



Clarence E. Anthony  
Executive Director



## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, December 18, 2012 3:48 PM  
**To:** Sekouri, Michelle  
**Subject:** RE: Meeting Request  
**Attachments:** Bridgett McCormick.vcf

Hi Michelle,

May I suggest that Ms. Olson and Dave Rogoff propose a couple of options for us to consider, and if the Mayor has something changeable, I will certainly move it to accommodate the meeting.

Thanks again,

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
bridgett.mccormick@tampagov.net

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/18/2012

>>> 3:41 PM >>>

Hi Bridgett,

Well, I think this is probably going to be my biggest scheduling challenge for 2012, and possibly 2013. :-) Ms. Olson's office has advised that she would like to bring the VP of the Homeless Coalition, Dave Rogoff, with her. However, due to his duties at USF, etc., he is unable to participate until after 2/5. I've notified Comm. Murman's office to remove the hold that we have for 1/18, until we hear back from your office.

Bridgett, thank you for being so patient with this one....

Sincerely,

Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator

From: Bridgett McCormick [mailto:Bridgett.McCormick@ci.tampa.fl.us]  
Sent: Monday, December 17, 2012 12:39 PM  
To: Sekouri, Michelle  
Subject: RE: Meeting Request

Good Afternoon Michelle,  
Mayor Buckhorn is availability at either of the following times:

Friday - Jan. 18 at 9am or 2pm

Let me know if works.

Thanks,

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street



Tampa, FL 33602  
(813) 274-8903  
bridgett.mccormick@tampagov.net<mailto:bridgett.mccormick@tampagov.net>

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/14/2012

>>> 2:14 PM >>>

Hey Bridgett,

I just heard back from Ms. Olson's office, and she is not available until after 1/15. Can we look at dates after then please. Am so sorry to ask. And I will notify Comm. Murman's office as well.

Thank you,

Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator  
(813) 276-2843

From: Bridgett McCormick [mailto:Bridgett.McCormick@ci.tampa.fl.us]  
Sent: Thursday, December 13, 2012 12:41 PM  
To: Sekouri, Michelle  
Subject: RE: Meeting Request

Yes, here please...thanks again - keep me posted.

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
bridgett.mccormick@tampagov.net<mailto:bridgett.mccormick@tampagov.net>

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/13/2012

>>> 12:19 PM >>>

let me check with Ms. Olson's office...and Comm. Murman....but Mike is clear that afternoon...so it's good for him.

If you want everyone to go there, I'll leave that up to you...especially since he probably has the fullest schedule right now....

Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator  
(813) 276-2843

-----Original Message-----

From: Bridgett McCormick [mailto:Bridgett.McCormick@ci.tampa.fl.us]  
Sent: Thursday, December 13, 2012 12:05 PM  
To: Sekouri, Michelle  
Subject: RE: Meeting Request

Let's try for Thursday, January 3 at 2:00PM. Where will the meeting take place?

Thanks,

Bridgett McCormick  
Executive Assistant to the Mayor

City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
bridgett.mccormick@tampagov.net

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/13/2012

>>> 11:38 AM >>>

if we can do it now, I think that would be best. The calendars will begin filling up again after the holidays, and we probably have a better opportunity to find a common date for everyone now rather than later.

:-)

Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator  
(813) 276-2843

-----Original Message-----

From: Bridgett McCormick [mailto:Bridgett.McCormick@ci.tampa.fl.us]  
Sent: Thursday, December 13, 2012 11:37 AM  
To: Sekouri, Michelle  
Subject: RE: Meeting Request

Thanks Michelle. I will be out of the office from Dec. 20-Jan.1, should we connect when I return to the office and then try to set a meeting time or should set up a time now? Let me know your thoughts.

Best,

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
bridgett.mccormick@tampagov.net

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/13/2012

>>> 11:21 AM >>>

Hi Bridgett,

I just got a note from Ms. Olson's office that she will not be available until after the New Year...so is we can just extend the search, it probably works out for the best.

:-)

Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator  
(813) 276-2843

-----Original Message-----

From: Bridgett McCormick [mailto:Bridgett.McCormick@ci.tampa.fl.us]  
Sent: Thursday, December 13, 2012 10:52 AM  
To: Sekouri, Michelle

Subject: RE: Meeting Request

Good Morning Michelle,  
Mayor Buckhorn currently is available at either of the following times for the requested meeting:

Tuesday - Dec. 18 between 2:30pm-5pm  
Wednesday - Dec. 19 at 9:30am  
Wednesday - Dec. 19 between 2:30pm-5pm  
Thursday - Dec. 20 at 2pm

Please keep me posted.  
Sincerely,

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
bridgett.mccormick@tampagov.net

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/11/2012

>>> 2:15 PM >>>

Bridgett,  
Welcome back!! I hope you had a wonderful time off.

Just checking back in. I have a feeling with the holidays, and everything going on right now, that he is probably more booked than usual. Mr. Merrill is going to try to meet with Ms. Olsen one-on-one, just in case the mayor is not able to meet for awhile. Until we can get something coordinated.

Talk with you soon!

Thanks again, as always!  
Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator  
(813) 276-2843

From: Bridgett McCormick [mailto:Bridgett.McCormick@ci.tampa.fl.us]  
Sent: Monday, December 10, 2012 10:59 AM  
To: Sekouri, Michelle  
Subject: Re: Meeting Request

Good Morning Michelle,  
I was on vacation last week, but am back in the office and sorting and prioritizing e-mails. I will have a response for you asap.  
Thanks,

Bridgett McCormick  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602

(813) 274-8903

bridgett.mccormick@tampagov.net<mailto:bridgett.mccormick@tampagov.net>

>>> "Sekouri, Michelle" <SekouriM@hillsboroughcounty.org> 12/4/2012

>>> 11:13 AM >>>

Hi Bridgett,

Mr. Merrill has asked me to coordinate a meeting with the mayor, and with Candy Olsen. It will just be the 3 of them, as far as I am aware. I thought I would start with you first for date/time availability, and if it is more convenient for the mayor, I can send them all there.

If you can just send me several choices, I would appreciate it. Then I'll see if I can find any common availability for Mr. Merrill and Ms. Olsen.

Thank you!

Michelle Sekouri, Executive Assistant to Michael S. Merrill, County Administrator

(813) 276-2843

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Friday, October 19, 2012 1:44 PM  
**To:** RoseMary Soto  
**Subject:** Re: Fwd: Karen Jackson-Sims (Meeting Date Changed)  
**Attachments:** Bridgett McCormick.vcf

Thank you.

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> RoseMary Soto 10/19/2012 1:39 PM >>>  
got it and posted !

Rosemary

>>> Bridgett McCormick 10/19/2012 11:48 AM >>>  
Good Morning Rosemary,  
HUD has requested the meeting be changed to **Monday, October 29th at 9:00AM** - it will be held in the Mayor's Conference Room. Please let me know if Thom can attend.  
Thanks again,

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> RoseMary Soto 10/16/2012 4:07 PM >>>  
1 hr? 30 mins?

>>> Bridgett McCormick 10/16/2012 4:02 PM >>>  
Good Afternoon Thom,  
Mayor Buckhorn would like for you to join him for the below meeting.  
Thanks,

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Bridgett McCormick 10/16/2012 3:22 PM >>>

Mayor,

Karen Jackson-Sims wants to meet with you on **Monday - Oct. 22 at 10:30am** in the Mayor's Conference Room re **HUD's Homelessness Initiative**. Mike Merrill, Cnty Admin will also attend the meeting. Anyone from City staff to include?

Thanks,

*Bridgett McCormick*

Executive Assistant to the Mayor

City of Tampa

306 E. Jackson Street

Tampa, FL 33602

(813) 274-8903

[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, October 16, 2012 4:43 PM  
**To:** RoseMary Soto  
**Subject:** Re: Fwd: Karen Jackson-Sims  
**Attachments:** Bridgett McCormick.vcf

1 hour...thanks

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> RoseMary Soto 10/16/2012 4:07 PM >>>  
1 hr? 30 mins?

>>> Bridgett McCormick 10/16/2012 4:02 PM >>>  
Good Afternoon Thom,  
Mayor Buckhorn would like for you to join him for the below meeting.  
Thanks,

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Bridgett McCormick 10/16/2012 3:22 PM >>>

Mayor,  
Karen Jackson-Sims wants to meet with you on **Monday - Oct. 22 at 10:30am** in the Mayor's Conference Room **re HUD's Homelessness Initiative**. Mike Merrill, Cnty Admin will also attend the meeting. Anyone from City staff to include?  
Thanks,

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, October 16, 2012 3:22 PM  
**To:** bobbuckhorn@earthlink.net  
**Cc:** Ali Glisson  
**Subject:** Karen Jackson-Sims  
**Attachments:** Bridgett McCormick.vcf

Mayor,  
Karen Jackson-Sims wants to meet with you on **Monday - Oct. 22 at 10:30am** re HUD's Homelessness Initiative. Mike Merrill, Cnty Admin will also attend the meeting. Anyone from City staff to include?  
Thanks,

*Bridgett McCormick*  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)



## **Bridgett McCormick**

---

**From:** Bridgett McCormick  
**Sent:** Monday, October 15, 2012 4:46 PM  
**To:** Emilee Ives  
**Subject:** Fwd: Re: Meeting with the Mayor  
**Attachments:** Bridgett McCormick.vcf

No thanks - I have already posted it to the Mayor's schedule.

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Emilee Ives 10/15/2012 4:39 PM >>>  
Want me to send the appointment?

**Emilee Ives**

Legislative Aide to Lisa J. Montelione  
Tampa City Council, District 7  
Historic City Hall, 3rd Floor  
315 E. Kennedy Boulevard  
Tampa, Florida 33602  
813-274-7073  
813-274-7076 (Fax)  
Mail Code: 020C3

>>> Bridgett McCormick 10/15/2012 4:37 PM >>>  
Yes - confirmed for **Oct. 29th at 10am.**  
Thanks,

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Emilee Ives 10/15/2012 4:33 PM >>>  
Hi Bridgett,

Is Monday the 29th at 10 a.m. still open because that would actually work out perfectly.

Thank you,

**Emilee Ives**

Legislative Aide to Lisa J. Montelione

Tampa City Council, District 7  
Historic City Hall, 3rd Floor  
315 E. Kennedy Boulevard  
Tampa, Florida 33602  
813-274-7073  
813-274-7076 (Fax)  
Mail Code: 020C3

>>> Bridgett McCormick 10/15/2012 11:05 AM >>>  
Thanks Emilee.

*Bridgett McCormick*  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Emilee Ives 10/15/2012 10:52 AM >>>  
HI Bridgett,

Thank you for coordinating schedules with me. When I talk with her I will let her know. Think we will shoot for Wednesday the 24th at 4 p.m. I just have to confirm with her when I see her this afternoon.

Thank you,

**Emilee Ives**  
Legislative Aide to Lisa J. Montelione  
Tampa City Council, District 7  
Historic City Hall, 3rd Floor  
315 E. Kennedy Boulevard  
Tampa, Florida 33602  
813-274-7073  
813-274-7076 (Fax)  
Mail Code: 020C3

>>> Bridgett McCormick 10/15/2012 10:35 AM >>>  
Hello Emilee,  
Sorry, the Mayor's schedule has changed already - see his availability below...thanks.

*Bridgett McCormick*  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Bridgett McCormick 10/15/2012 10:12 AM >>>  
Good Morning Emilee,  
Mayor Buckhorn is currently available at either of the following times for the requested meeting (30-45 minutes):

**Wednesday - Oct. 24 at 4pm**

*Friday - Oct. 26 at 8:30am (disregard - the Mayor is no longer available at this time)*

**Monday - Oct. 29 at 10am**

Please let me know what works.

Thanks,

*Bridgett McCormick*

Executive Assistant to the Mayor

City of Tampa

306 E. Jackson Street

Tampa, FL 33602

(813) 274-8903

[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Emilee Ives 10/10/2012 10:41 AM >>>

Hi Bridgett,

Councilwoman Lisa Montelione was hoping to schedule a meeting with the Mayor in the near future to discuss Cameras, N Tampa Vision Plan update, the proposed museum, Homeless initiatives and Federal Reserve update. If you could let me know when the Mayor has time I would appreciate it. Hope your morning is going well.

Thank you,

**Emilee Ives**

Legislative Aide to Lisa J. Montelione

Tampa City Council, District 7

Historic City Hall, 3rd Floor

315 E. Kennedy Boulevard

Tampa, Florida 33602

813-274-7073

813-274-7076 (Fax)

Mail Code: 020C3

## Bridgett McCormick

---

**From:** Bridgett McCormick  
**Sent:** Tuesday, September 25, 2012 2:53 PM  
**To:** Bob Buckhorn  
**Subject:** Re: Fwd: Invitation: Launch of New Strategy to Eradicate Homelessness  
**Attachments:** image001.gif@01cd9805.be78ab10

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> Thomas Snelling 9/25/2012 2:41 PM >>>

Bridgett,

Please tell the Mayor that we RSVP this morning for me and 2 of my staff members to attend.

Thanks

Thom

>>> Bridgett McCormick 9/25/2012 1:26 PM >>>

Good Afternoon Thom,

Apology for the late request, but **Mayor Buckhorn wants you to attend the below event that will be held tomorrow.**

Thanks in advance,

*Bridgett McCormick*

Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, FL 33602  
(813) 274-8903  
[bridgett.mccormick@tampagov.net](mailto:bridgett.mccormick@tampagov.net)

>>> "Jackson-Sims, Karen" <[Karen.Ja.Sims@hud.gov](mailto:Karen.Ja.Sims@hud.gov)> 9/25/2012 12:01 PM >>>



The U.S. Department of Housing and Urban Development (HUD) and the U.S. Interagency Council on Homelessness (ICH) are pleased to announce launching of the *Dedicating Opportunities to End Homelessness Initiative!*

The City of Tampa has been selected as a Pilot Demonstration City for implementation of this strategy. ***You*** have been identified as a Key Community Leader in the fight to end homelessness. In keeping with the important contribution you are making, would you please join Ms. Amy Sawyer, Project Coordinator (ICH)

and Ms. Karen Jackson Sims, Deputy Regional Administrator (HUD) to discuss this new initiative and to determine how we can collaborate to ensure its success.

Date & Time:  
Wednesday, September 26, 2012  
10:00 am to 11:00 am

at

The Tampa Office  
U.S. Department of Housing and Urban Development  
500 E Zack Street, Suite 402  
Tampa, FL 33602

Please RSVP to [marcel.charpentier@hud.gov](mailto:marcel.charpentier@hud.gov) by Tuesday, September 25<sup>th</sup>

Thank you in advance for your anticipated participation in this vital discussion.

\*\*\*\*\*


\*\*\*\*\*

*One Region - One HUD*

Karen Jackson Sims  
Deputy Regional Administrator  
Atlanta Regional Office  
U. S. HUD  
40 Marietta Street  
Atlanta, GA 30303  
Telephone: 678.732.2776  
Tampa Number: 813.228.2026 ext. 2100  
Fax: 404.730.2392



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## **Bridgett McCormick**

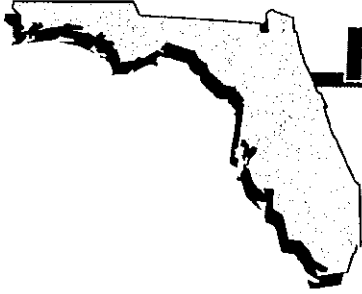
---

**From:** Jenny Anderson <JAnderson@flcities.com>  
**Sent:** Wednesday, August 08, 2012 10:13 AM  
**To:** Deborah Stevenson; Bridgett McCormick; Bob Buckhorn; Perna, Lisette; Dyer, MayorBuddy; KathyRussell; Kathy Scanlon, ExecutiveAssistant to Mayor Dyer; Broewn, Mayor Alvin; Mario Rubio, State Affairs Liaison; Seiler, Mayor Jack; Lee Feldman, City Manager; Ali, Safeea; Arnie Alonso, Chief of Staff; Franco, Lisette; Hernandez, Mayor Carlos; Eric Duran, Special Assistant to the Mayor; Regalado, Mayor Tomas; McDowell, Ellen; Matway, Lori; Foster, Mayor Bill  
**Subject:** copy of the letter that was sent to Attorney General Bondi on Monday, August 6, 2012.  
**Attachments:** 2012 Pam Bondi letter.docx

Here is a copy of the letter that was sent to Attorney General Bondi on Monday, August 6, 2012.

Jenny Anderson  
Administrative Coordinator/Florida League of Mayors Relations  
Phone: (850) 701-3624

P No trees were harmed in the sending of this message, however a large number of electrons were inconvenienced.ü



# Florida Urban Partnership

**The Honorable John "Jack" Seiler**  
Mayor, City of Ft. Lauderdale

**The Honorable Carlos Hernandez**  
Mayor, City of Hialeah

**The Honorable Alvin Brown**  
Mayor, City of Jacksonville

**The Honorable Tomas Regalado**  
Mayor, City of Miami

**The Honorable Buddy Dyer**  
Mayor, City of Orlando

**The Honorable Bill Foster**  
Mayor, City of St. Petersburg

**The Honorable Bob Buckhorn**  
Mayor, City of Tampa

August 6, 2012

**The Honorable Pam Bondi**  
Attorney General, State of Florida  
The Capitol, PL-01  
Tallahassee, Florida 32399-1050

Dear Attorney General Bondi:

We wish to congratulate you on the recent nationwide landmark foreclosure settlement agreement that resulted in an estimated \$8.4 billion in relief to Florida homeowners who experienced foreclosure abuses and unacceptable nationwide mortgage servicing practices. We understand that the majority of the funds are earmarked for specific foreclosure relief programs. Also, we learned that you have the discretion to distribute approximately \$300 million of these funds within the terms of the agreement to include foreclosure relief and affordable housing programs.

The Florida Urban Partnership, composed of seven mayors from Florida's largest municipalities, discussed this settlement at its recent meeting and agreed to share with you ideas on how these funds could be used to achieve the stated goals of the settlement agreement. As noted in the attached statement, existing capacity and administrative structures are already in place to use these funds. These cities have had a strong history of implementation and follow through on a variety of federal and state housing programs including the Community Development Block Grant (CDBG), the Neighborhood Stabilization Program, the HOME Program and the State Housing Initiatives Partnership program (SHIP). We believe that using successful existing programs and tailoring the use of the funds to existing conditions of local governments is the most cost-effective and expeditious way to use the funds.

The Honorable Pam Bondi  
Attorney General, State of Florida  
August 6, 2012  
Page 2

Since you have asked for public input we respectfully request your consideration of this proposal and the opportunity to discuss it with you in greater detail. These mayors stand ready to partner with you in returning foreclosed property back into the market to help stabilize property values and preserve the quality of life and safety of our residents.

We look forward to hearing from you. Please contact me at (850) 222-9684 or [jthomas@flcities.com](mailto:jthomas@flcities.com) should you wish to discuss further.

Sincerely,

A handwritten signature in black ink, appearing to read "John Charles Thomas". The signature is written in a cursive, flowing style with a long, sweeping underline.

John Charles Thomas, Executive Director  
Florida Urban Partnership



**FLORIDA URBAN PARTNERSHIP  
STATE- FEDERAL FORECLOSURE SETTLEMENT STATEMENT**

**FLORIDA URBAN PARTNERSHIP**

The Florida Urban Partnership is a coalition of mayors from the largest metropolitan areas and major media markets in Florida. They include the mayors of Ft. Lauderdale, Hialeah, Jacksonville, Miami, Orlando, St. Petersburg and Tampa. The mayors from these cities have worked together since 1981 on issues of mutual benefit to cities of their size and character.

**BACKGROUND**

Florida Attorney General Bondi, attorneys general around the country and the federal government negotiated a \$25 billion joint state-federal settlement agreement with the nation's five largest mortgage servicers over foreclosure abuses and unacceptable nationwide mortgage servicing practices. Florida's share of the settlement is approximately \$8.4 billion. The majority of the funds will go to specific foreclosure relief programs.

Attorney General Bondi has the authority to distribute approximately \$300 million of these funds for purposes intended to avoid preventable foreclosures, to ameliorate the effects of the foreclosure crisis and to enhance law enforcement efforts against financial fraud. She has asked for public input into how these funds should be directed.

**PROPOSED STATEMENT**

The Florida Urban Partnership requests that funds from the state-federal foreclosure settlement be directed to the Florida Housing Finance Corporation for distribution to federally designated Neighborhood Stabilization Program jurisdictions with the highest rates of foreclosures to be immediately used for affordable housing initiatives.

These funds should be directed to programs that:

- Provide down payment and closing costs assistance as well as rehabilitation grants/loans for income eligible households (up to 120% of the AMI) to purchase homes.
- Establish financing mechanisms for purchase, rehabilitation and redevelopment of foreclosed homes and residential properties to return those foreclosed properties back into service and directly stabilize neighborhoods.
- Provide funding to create local, innovative housing partnerships to acquire and rehabilitate foreclosed single-family and multi-family properties.
- Allow for the use of these funds to address blight or deterioration and allow local governments to acquire and/or demolish properties and hold the vacant lots for future redevelopment activities.
- Establish land banks for foreclosed homes.
- Provide funding for housing counseling and financial assistance to prevent homelessness.
- Enable local governments to develop strategies to spend funds to meet their local community needs.

**Approved by Mayors:**

**Mayor John "Jack" Seiler, City of Ft. Lauderdale**

**Mayor Carlos Hernandez, City of Hialeah**

**Mayor Buddy Dyer, City of Orlando**

**Mayor Bill Foster, City of St. Petersburg**

**Mayor Bob Buckhorn, City of Tampa**

## **Bridgett McCormick**

---

**From:** Cassandra Pierre <kassandra@homelessofhc.org>  
**Sent:** Friday, June 21, 2013 9:19 AM  
**To:** Bridgett McCormick; Candy Olson; david reed; groffj@hillsboroughcounty.org; Guy King; hugginsj@hillsboroughcounty.org; Jane Castor; Jim Ferman; Jim Previtiera; Jim Shimberg; Joe Clark; John Bennett; John McKibbon; maria@homelessofhc.org; Marita@mckibbon.com; Mary Perez; Mike Merrill; Sandy Murman; SekouriM@hillsboroughcounty.org; Sharon Subadan; Tod Leiweke  
**Subject:** Reminder: Homeless Initiative Steering Committee- Friday June 28, 2013 8AM

*You are cordially invited to a*

# *Homeless Initiative Steering Committee Meeting*

*At*

## *The University Club*

*Friday June 28, 2013*

*8:30AM- 10 AM*

*Please RSVP via Outlook or email [kassandra@homelessofhc.org](mailto:kassandra@homelessofhc.org)*

Kassandra Pierre, Office Manager  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

**Steering Committee Discussion Outline**  
New Community Approach with Collective Impact on  
Homelessness in Tampa/Hillsborough County  
June 28, 2013

*“Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication and mutually reinforcing activities among all participants.”*

- John Kania & Mark Kramer

- |      |  |              |
|------|--|--------------|
| I.   | Centralized Infrastructure<br>Proposed Organizational Structure  | Candy Olson  |
| II.  | Dedicated Staff<br>Staffing and Budget Plan<br>for 10/1/13 to 9/30/14  | Maria Barcus |
| III. | Current System<br>A. Program Inventory<br>B. System Performance  | Maria Barcus |
| IV.  | Year 1 Proposed Strategies and Goals<br>A. Establish a Common Agenda for the community<br>B. Reduce the number of chronically homeless persons and homeless Veterans by 50%<br>C. Implement a Coordinated Intake and Assessment system<br>D. Implement Performance Measures based on outcomes at program and system level<br>E. Transform Transitional Housing into rapid re-housing or permanent housing<br>F. Transform Emergency Shelter into Emergency Housing Solutions<br>G. Provide housing solutions to downtown homeless in coordination with City of Tampa | Maria Barcus |
| V.   | Next Steps and Meeting   |              |

## Bridgett McCormick

---

**From:** Cassandra Pierre <kassandra@homelessofhc.org>  
**Sent:** Wednesday, September 04, 2013 2:42 PM  
**To:** gking@mewilson.com; MerrillM@hillsboroughcounty.org; candy.olson@gmail.com; Sandy Murman; Bob Buckhorn; Tod Leiweke; dreed@shepard.com; John McKibbon; jferman@fermanmail.net.; jclark@eckerdfamilyfoundation.org; jprevite@hcsotampa.fl.us; Jane Castor; subadans@hillsboroughcounty.org; Jim Shimberg; John Bennett  
**Cc:** SekouriM@hillsboroughcounty.org; mary.hultz@sdhc.k12.fl.us; hugginsj@hillsboroughcounty.org; Bridgett McCormick; slewis@tampabaytimesforum.com; Marita@mckibbon.com; groffj@hillsboroughcounty.org; maria@homelessofhc.org  
**Subject:** Homeless Coalition Steering Committee-Update  
**Attachments:** EstablishingandOperatingaCoC\_CoCProgram.pdf; Housing\_First\_Checklist\_FINAL.pdf

Dear Members of the Committee,

Since your last meeting, work has been continuing behind the scenes. County representatives, in consultation with some of you, decided that a Transitional Board with public and private participation was needed. Within a year, the Transitional Board will be expected to (a) formulate what the ultimate organizational structure of the Continuum of Care should be and (b) to formulate the community's Strategic Plan on Homelessness.

After consultation with County Attorney Chip Fletcher and Jim Shimberg, acting on behalf of the Steering Committee, the attorneys concluded that the easiest way to accomplish the envisioned organizational change is to modify the Bylaws of the Homeless Coalition of Hillsborough County. To that end, revised Bylaws have been drafted and will be brought before the members of the Coalition at a general meeting on October 3rd. If approved, the Transitional Board will be appointed in October.

At the last meeting of the Steering Committee, the group asked for a more in-depth discussion of the existing situation and efforts underway. We would like to schedule this for a morning in September, from 8 a.m. to 11:30 a.m. Please open the link below and indicate your availability on the proposed dates. You will be notified by email of the final date and location.

<http://doodle.com/q74ckeg4nsumriz4>

Background information for your review prior to the meeting will be provided in parts, by e-mail, between now and the workshop. You will also receive a hard copy of materials at the meeting. Attached is an overview document from HUD, entitled "Establishing and Operating a Continuum of Care", which will provide an introduction to HUD requirements and expectations of a Continuum of Care. Also attached is a checklist for what constitutes "Housing First". From past efforts, the community seems to be in agreement that this approach should be followed. In practice, many programs are not following this philosophy.

Tod Leiweke has been spearheading the branding and communications campaign, including a new name, new website, and a launch event at the beginning of November. The outline of these initiatives will also be presented when the group reconvenes.

In other related developments,

- The next cycle of HUD funding has begun, although we do not yet know what the application deadline will be.

- The Salvation Army is formulating a plan to convert to a 24-hour emergency/bridge housing operation, coming on-line as early as next Spring.
- Work is advancing toward the launch of a Coordinated Intake and Assessment system on December 1.
- The community has received and is filling 205 vouchers for Veterans and 40 vouchers able to house up to 70 people for chronically homeless individuals and families. An additional 18 units of permanent supportive housing for this population were approved in the last cycle and will be coming on-line by the end of the year.
- Staff is working with various providers and the Tampa Police Department to offer options to the homeless persons now using downtown parks, in advance of the enforcement of the City's new ordinances. As part of a month-long effort, a concentrated registration drive, will take place on September 18th. Beginning on September 11, a special court will be hearing all violations of municipal ordinances. Homeless individuals will be offered another opportunity to access whatever help is available.

Thank you,

Maria Barcus, CEO  
Homeless Coalition of Hillsborough County

---

Kassandra Pierre, Office Manager  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

## Bridgett McCormick

---

**From:** Maria Barcus, CEO Homeless Coalition of Hillsborough County  
<lesa@homelessofhc.org>  
**Sent:** Tuesday, August 06, 2013 11:14 AM  
**To:** Bridgett McCormick  
**Subject:** From Maria Barcus, CEO of the Homeless Coalition

Hi, just a reminder that you're receiving this email because you have expressed an interest in Homeless Coalition of Hillsborough County. Don't forget to add maria@homelessofhc.org to your address book so we'll be sure to land in your inbox!

You may [unsubscribe](#) if you no longer wish to receive our emails.



*Many Directions. One Goal. End Homelessness.*

### *From the Desk of Maria Barcus*

As you know, housing for homeless individuals and families is greatly needed in Hillsborough County, and I wanted to share with you some important upcoming funding opportunities available to develop this type of housing. I encourage all organizations that are currently or have a desire to provide housing to review the information below to apply if appropriate for your group.

As we work together to end homelessness in Tampa-Hillsborough County, the Homeless Coalition is here to assist and support efforts to obtain new funding to meet the goal to ensure every resident of this community has a roof over their head.

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County

---

### **Opportunities to develop housing for the homeless . . .**

Florida Housing Finance Corporation will be holding a workshop at the Tampa International Airport Marriott, this Thursday, August 8th, from 12:30 to 2:30 p.m. on their Request for Applications (RFA) to build or acquire and rehabilitate housing for up to 15 units. \$10,000,000 is available State-wide. The projected timeline calls for the RFA to be issued on October 11 and applications to be due on November 8th. Click each link for more information about this

workshop - [Discussion Points and Agenda](#).

Later in the year there will be a Request for Applications for a larger tax credit financed project serving the homeless. It is desirable to begin planning these projects well in advance of the RFA. The RFA is expected to be issued December 3, with a due date of January 21. Non-profits should partner with an experienced tax credit developer. Technical assistance on formulating projects and the Development Agreement is available from the Homeless Coalition. Contact me at 813-280-8741.

### **Upcoming HUD Notice of Funding Availability . . .**

This year's HUD cycle is expected to be announced within the next two months. In the meantime, read the weekly letters from Ann Oliva, the Director of the Special Needs Assistance Programs office (SNAPS) for insight into what HUD will be striving to accomplish in the next cycle. Click on "View the SNAPS Weekly Focus" at the link below for all letters issued to date. Additional information on the upcoming cycle is also available at <https://www.onecpd.info/coc/>

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### **Coalition Funding Partners**

The Homeless Coalition of Hillsborough County is grateful for the funding support from the following organizations:

U.S. Department of Housing and Urban Development (HUD)  
U.S. Department of Veterans Affairs (VA)  
State of Florida - Department of Children and Families - Office on Homelessness  
Hillsborough County Board of County Commissioners  
City of Tampa  
Housing Finance Authority of Hillsborough County  
Children's Board of Hillsborough County

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Homeless Coalition of Hillsborough County | 813-223-6115 | [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) |  
<http://www.homelessofhc.org>  
1414 N. Marion Street, Tampa, FL 33602

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Homeless Coalition of Hillsborough County | 1414 N. Marion Street | Tampa | FL | 33602



**2012**

# Establishing and Operating a Continuum of Care



## TABLE OF CONTENTS

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1. The Continuum of Care (CoC) Program.....	1
1.1 Overview of CoC Program User Guide Series .....	1
1.2 Citations within the Guides .....	2
2. Establishing a Continuum of Care.....	3
2.1 Community-wide Commitment.....	3
2.2 Geographic Representation.....	4
3. CoC Responsibilities.....	4
3.1 Operating the CoC.....	4
3.2 CoC Planning .....	6
3.3 Designating and Operating an HMIS.....	7
3.4 Preparing the Application for CoC Program Funds .....	8
4. Overview of CoC Governance and Structure.....	9
4.1 CoC Board Requirements.....	9
4.2 CoC Subcommittees and Work Groups .....	10
5. Funding for Eligible CoC Planning Costs.....	10
5.1 Amount Available.....	10
5.2 Eligible Applicants for CoC Planning Funds .....	11

# 1. THE CONTINUUM OF CARE (CoC) PROGRAM

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The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) amended the McKinney-Vento Homeless Assistance Act. Among other changes, the HEARTH Act consolidated the three separate McKinney-Vento homeless assistance programs (Supportive Housing Program, Shelter Plus Care program, and Section 8 Moderate Rehabilitation SRO program) into a single grant program known as the Continuum of Care (CoC) Program.

HUD published the Continuum of Care Program interim rule in the *Federal Register* on July 31, 2012. The rule was posted on HUD's website and now governs the CoC Program.

The CoC Program is designed to assist individuals (including unaccompanied youth) and families experiencing homelessness and to provide the services needed to help such individuals move into transitional and permanent housing, with the goal of long-term stability. More broadly, the program is designed to promote community-wide planning and strategic use of resources to address homelessness; improve coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness; improve data collection and performance measurement; and allow each community to tailor its program to the particular strengths and challenges within that community.

Each year, HUD awards CoC Program funding competitively to nonprofit organizations, States, units of local governments, and/or instrumentalities of State or local government collectively known as **recipients**. In turn, recipients may contract or subgrant with other organizations or government entities, known as **subrecipients**, to carry out the grant's day-to-day program operations.

## 1.1 Overview of CoC Program User Guide Series

A series of user guides is being developed to help CoCs, recipients, and subrecipients administer CoC Program funds (see box on next page). Recipients and subrecipients are the primary audience for the user guide series. All user guides will be accessible on the [Homelessness Resource Exchange](#) when they are available.

This user guide provides an overview of how to establish and operate a CoC, focusing on CoC governance and responsibilities.

## Overview of Forthcoming CoC User Guide Series

**Establishing and Operating a CoC:** This user guide outlines how to create an effective and representative Continuum of Care in order to fulfill the roles and responsibilities set out in the CoC Program interim rule.

**Introduction to Unified Funding Agencies (UFA):** This user guide discusses the process for becoming a UFA and the roles and responsibilities that accompany it.

**Determining and Documenting Homeless and At Risk Status, Income, and Disability:** This user guide discusses the criteria used to define homelessness and at risk of homelessness, including income, disability, and associated recordkeeping requirements.

**CoC Program Components and Eligible Costs:** This user guide reviews the five CoC program components and the costs that recipients and subrecipients may incur in administering and operating CoC projects.

**CoC Program Funding for Homeless Management Information System (HMIS):** This user guide reviews the role of the HMIS within the CoC and the differences between eligible HMIS costs incurred by recipients as part of a project and eligible costs incurred by the HMIS lead in establishing, operating, and overseeing the use of the CoC's HMIS.

**CoC Program's High-Performing Community:** This user guide discusses how CoCs may become a high-performing community (HPC) and provide homelessness prevention assistance. It also outlines the populations that may be served, the specific activities that may be funded, and the additional requirements associated with administering the activities.

**Project Administration and General Program Requirements:** This user guide describes project administrative costs and general program requirements applicable to the CoC Program—regardless of which components are carried out—such as match, calculating rents and occupancy charges, timeliness standards, and terminations.

**Grant Administration:** This user guide reviews the standards for administering a CoC grant, including recordkeeping requirements and how to make project changes.

## 1.2 Citations within the Guides

Throughout this guide, you will see references to specific provisions of the McKinney-Vento Homeless Assistance Act as well as references to the Code of Federal Regulations (CFR). You may locate the relevant areas in the Act by visiting [www.hudhre.info/documents/HomelessAssistanceActAmendedbyHEARTH.pdf](http://www.hudhre.info/documents/HomelessAssistanceActAmendedbyHEARTH.pdf).

To locate particular regulations, visit <http://www.ecfr.gov> and select Title 24 for the HUD regulations. You may then select the particular part by number that you want to read.

## 2. ESTABLISHING A CONTINUUM OF CARE

At its simplest, a Continuum of Care is established by representatives of relevant organizations within a geographic area to carry out the responsibilities set forth in the CoC Program interim rule.

HUD developed the concept of the CoC in 1995 through its annual competition for homelessness assistance grants. The CoC was envisioned as a local network that plans and coordinates funding for services and housing to assist homeless individuals and families. The HEARTH Act amendments to the McKinney-Vento Homeless Assistance Act codified in law the role and functions of the CoC; thus each community **must** establish a CoC in compliance with the new CoC Program interim rule. In some communities, very little will have to change to be in compliance with the requirements of the interim rule, but the rule gives CoCs more ability to formalize and change to better achieve the goals of the CoC Program. In other communities, more structure and formalization will need to be implemented to be in compliance with the program requirements.

### Examples of CoC Representatives

- Nonprofit homelessness assistance providers
- Victim services providers
- Faith-based organizations
- Governments
- Businesses
- Advocates
- Public housing agencies
- School districts
- Social services providers
- Mental health agencies
- Hospitals
- Universities
- Affordable housing developers
- Law enforcement
- Organizations serving veterans
- Homeless or formerly homeless individuals

When establishing a CoC, communities must bear in mind that CoCs are designed to:

- Promote a community-wide commitment to the goal of ending homelessness
- Provide funding for efforts for rapidly re-housing homeless individuals and families
- Promote access to and effective use of mainstream programs
- Optimize self-sufficiency among individuals and families experiencing homelessness

The composition of each CoC is expected to be tailored to its unique community circumstances, to the extent possible involving all of the players required to further local efforts to end homelessness. The purpose of requiring stakeholder representation from a wide range of organizations within the CoC's geographic area is to ensure that all community stakeholders participate in developing and implementing a range of housing and services.

### 2.1 Community-wide Commitment

A CoC is expected to address homelessness through a coordinated community-based process of identifying needs and building a system of housing and services that addresses those needs. While the CoC's function is not new one, the CoC Program interim rule designates the CoC as the community planning body that addresses the needs of persons who are homeless or experiencing a housing crisis. Accordingly, the CoC must move beyond the evaluation and prioritization of specific projects to a system-wide evaluation of the community's response to homelessness.

## 2.2 Geographic Representation.

A CoC must determine the geographic area (one or more metropolitan cities, urban counties, and other counties) that it will cover with its housing and service plan for homeless persons and persons experiencing a housing crisis. The CoC membership should comprise representatives of relevant organizations within the given geographic area. The text box above lists examples of membership representatives.

A list of existing CoCs, the geographic areas encompassed by each, and the funding amounts that they may apply for is available on the [Homelessness Resources Exchange](#).

## 3. CoC RESPONSIBILITIES

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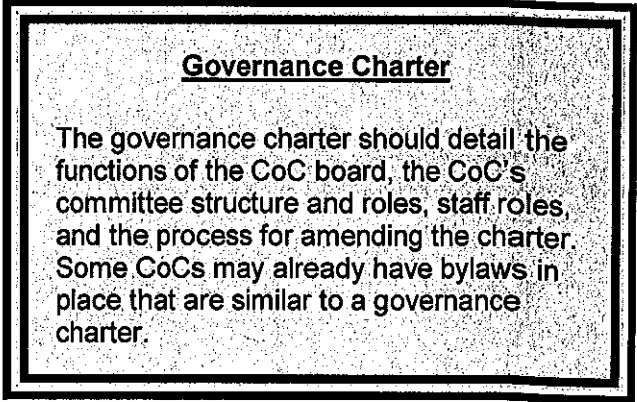
The CoC Program interim rule formalizes the composition and responsibilities of the CoC and establishes minimum requirements for its operation and management. Formalizing the responsibilities of the CoC accomplishes several goals. First, it provides the framework for a comprehensive, well-coordinated, and clear planning process. Second, it allows CoCs to measure their effectiveness in reducing homelessness at both a system and project level rather than just at the level of individual projects funded by the CoC, and change strategies if they are not effective. Finally, it strengthens coordination between CoC-funded activities and other HUD-funded activities directed at ending homelessness, such as activities funded through the Emergency Solutions Grant (ESG) program.

### 3.1 Operating the CoC

The CoC Program interim rule establishes seven responsibilities that must be carried out by the CoC. Many CoCs already fulfill these responsibilities since previous CoC Homeless Assistance Grants competitions included them as scoring criteria. In addition, CoCs may choose to adopt other responsibilities to more effectively operate the CoC. The CoC is responsible for carrying out all activities specific in the interim rule, but may choose to assign the responsibilities to the CoC board, another organization, or another CoC work group. All responsibilities must be thoroughly documented in the CoC's governance charter. These responsibilities include the following:

1. **Regular meetings.** Hold meetings of the full membership, with published agendas, at least semiannually. CoCs may conduct membership meetings more often for purposes of activity planning, ongoing communication, staff training, etc.
2. **Invitation for new members.** Issue a public invitation for new members from within the CoC's geographic area at least annually.
3. **Board selection.** Adopt and follow a written process to select a CoC board to act on behalf of the CoC. The CoC must review, update, and approve the selection process at least once every five years. The CoC board must meet all requirements as specified in 24 CFR part 578.5(b) and as discussed in more detail in Section 4.1 of this user guide. Many of the operating responsibilities of the CoC may appropriately be assigned to the board.
4. **Additional committees.** Appoint additional committees, subcommittees, or work groups as needed.
5. **Governance charter.** In consultation with the collaborative applicant and the Homeless Management Information System (HMIS) lead, develop, follow, and update annually (1) a governance charter that includes all procedures and policies needed to comply with 24 CFR part 578.5(b) and with HMIS requirements as prescribed by HUD and (2) a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board.

6. **Monitoring.** Monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers.
7. **Evaluation.** Establish performance targets appropriate for population and program type in consultation with recipients and subrecipients, then monitor recipient and subrecipient performance, evaluate outcomes, and take actions against poor performers.
8. **Centralized or Coordinated Assessment.** Establish and operate a coordinated assessment system, in consultation with the recipients of Emergency Solutions Grants program funds.
9. **Written Standards.** Establish and consistently follow written standards for providing CoC assistance, in consultation with the recipients of Emergency Solutions Grants program funds.



### *Coordinated Assessment*

In consultation with recipients of ESG funds within the CoC's geographic area, the CoC must establish and operate, or designate, a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the housing and services needs of individuals and families within the CoC's area. Further, the CoC must develop a policy that guides consistent operation of the centralized or coordinated assessment system, with respect to how the system will triage and address the particular safety needs of individuals and families who are experiencing homelessness. In addition, the policy must state how the system will address the needs of individuals and families that are fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking.

Some communities created coordinated assessment systems as part of the implementation of the Homeless Prevention and Rapid Re-Housing Program (HPRP), while other communities' systems pre-date HPRP. Whether a community is creating a new system or relying on an existing system, the coordinated assessment system must demonstrate compliance with the following minimum requirements:

- Cover the geographic area served by the CoC
- Be easily accessed by individuals and families seeking housing or services
- Be well advertised
- Include a comprehensive and standardized assessment tool

### *Written Standards*

The CoC must establish and consistently follow written standards for providing assistance. The coordinated assessment system must incorporate these standards when evaluating and referring potential program participants. At a minimum, the written standards must include the following:

- Policies and procedures for evaluating individuals' and families' eligibility for assistance under the CoC Program

- Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance
- Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance
- Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance
- Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance
- If the CoC has been designated a High Performing Community (HPC), policies that address standards for high-performing communities, as described in the Emergency Solutions Grants program rule at 24 CFR part 576.400(e)(vi) through(e)(ix)

### 3.2 CoC Planning

The CoC is responsible for coordinating and implementing a housing and service system to meet the needs of the homeless population and subpopulations within its geographic area. Many of the planning activities set forth in the CoC program have been part of the CoC Homeless Assistance Grants competition application for many years as scoring criteria; therefore, many CoCs already have completed a plan to guide their activities. The CoC Program interim rule formalizes these planning responsibilities and specifies new responsibilities related to coordination with ESG recipient(s). CoC planning activities must adhere to the requirements established in the CoC Program interim rule, in addition to the requirements and directions of HUD's Notices of Funding Availability (NOFAs).

The CoC's responsibilities related to planning are described below.

#### *System Coordination*

The CoC is responsible for coordinating and implementing a comprehensive system to address the needs of the homeless population and subpopulations and persons experiencing a housing crisis within its geographic area. While each community may develop its own approach to address identified needs, each community's system should at a minimum encompass the following:

- Outreach, engagement, and assessment
- Shelter, housing, and supportive services
- Homelessness prevention strategies

Given that funding under the CoC program is not sufficient to support a comprehensive system for addressing homelessness, additional funding from dedicated homeless programs, including ESG, and mainstream resources is needed to carry out a CoC's homelessness activities. Coordination of these funding streams and related services leads to a stronger community response to homelessness. The next page includes a discussion of the requirements for CoC coordination with ESG and mainstream resources.

#### *Point-in-Time Count*

At least biennially, or as required by NOFA, a CoC must plan for and conduct a point-in-time count of homeless persons within its geographic area. The count must:



- Identify the number of homeless persons who are living in a place not designed for or ordinarily used as regular sleeping accommodations for humans (unsheltered homeless persons)
- Identify the number of homeless persons living in emergency shelters and transitional housing projects (sheltered homeless persons)
- Identify other requirements established by HUD by Notice, including the annual FY CoC Program NOFA

### *Annual Gaps Analysis*

A CoC must conduct an annual gaps analysis of the homeless needs and services available within its geographic area, which includes a housing inventory.

### *Consolidated Plan Information*

A CoC must provide the information required to complete the Consolidated Plan(s) for its geographic area.

### *ESG Consultation*

A CoC must consult with State and local government ESG recipients within its geographic area with respect to the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients.

## **3.3 Designating and Operating an HMIS**

A Homeless Management Information System (HMIS) is an invaluable tool for communities and HUD to develop better information on the nature of homelessness, the number of people experiencing homelessness, the existing patterns in housing programs and services, and the effectiveness of programs and services in addressing homelessness. An HMIS must be used by the CoC and all recipients of CoC and ESG program funds to meet HUD's data collection, management, and reporting standards. Recipients and subrecipients are required to collect data on individual clients and the provision of housing and services to homeless individuals and families, and persons at risk of homelessness.

The CoC is accountable for the HMIS, even if another organization is designated to operate it. The CoC is responsible for the following HMIS functions:

- **HMIS.** Designating a single HMIS for its geographic area.
- **HMIS lead.** Designating a single eligible applicant to serve as the HMIS lead to manage the HMIS. Eligible applicants include nonprofits, State or local governments, or instrumentalities of State or local governments.
- **HMIS Compliance.** Ensuring that the HMIS is administered in compliance with requirements prescribed by HUD.
- **Privacy, security, and data quality.** Reviewing, revising, and approving an HMIS privacy plan, security plan, and data quality plan.
- **HMIS participation.** Ensuring the consistent participation of recipients and subrecipients in the HMIS.

For more information, see the user guide on [CoC Program Funding for HMIS](#).

### 3.4 Preparing the Application for CoC Program Funds

A major function of the CoC is to prepare and oversee the development and submission of an annual application for CoC program funds. The process must involve the steps described below.

#### *Funding Priorities*

A CoC must establish priorities for funding projects in its geographic area. The selection process must be transparent and inclusive and based on the standards indicated in 24 CFR part 578.19(b).

#### *Collaborative Application Process*

A CoC must design, operate, and follow a collaborative process for developing applications and approving the submission of applications in response to a NOFA published by HUD in concert with the funding priorities and plan adopted by the CoC. The CoC should also ensure that all project applications are submitted by eligible applicants.

HUD may only award CoC funds to nonprofit organizations, States, units of local governments, and/or instrumentalities of State or local government, collectively known as **recipients**. In turn, recipients may subgrant with other nonprofit organizations, States, units of local government, and/or instrumentalities of State or local government—known as **subrecipients**—to assist in the day-to-day operations of the CoC program. A recipient is an applicant that signs a grant agreement with HUD. Eligible applicants include public housing agencies, as such term is defined in 24 CFR 5.100, without limitation or exclusion.

#### *The Collaborative Applicant*

A CoC must designate an eligible applicant to serve as the collaborative applicant. If the CoC is an eligible applicant, it may designate itself to be the collaborative applicant. If the CoC chooses to apply for CoC planning funds, the collaborative applicant is also the only eligible applicant able to apply for these funds on behalf of the CoC.

The collaborative applicant is the entity that submits the annual CoC Consolidated Application for funding on behalf of the CoC. In CoCs where the CoC does not also designate the collaborative applicant to apply to be a Unified Funding Agency, as is discussed below, the annual CoC application may include requests for project funding from more than one eligible applicant. If more than one project is applying for funding, then the entity designated by the CoC as the collaborative applicant is charged with collecting and combining the application information from all applicants for all projects within the CoC's geographic area.

The CoC retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. This includes approving the application for funds.

#### *Unified Funding Agency*

The CoC may designate the collaborative applicant to seek Unified Funding Agency (UFA) designation. A collaborative applicant may request UFA designation through the annual CoC Program Registration process. HUD will inform the collaborative applicant and the UFA if it meets the required criteria.

If approved by HUD, the UFA must carry out all of the responsibilities of the collaborative applicant as well as additional requirements that are set forth in the CoC Program interim rule. In order to be considered for UFA designation, collaborative applicants are required to:

- Represent a CoC that meets the requirements in 24 CFR part 578.7 of the CoC Program interim rule
- Have financial management systems that meet the standards in 24 CFR part 84.21 (for nonprofit organizations) and 24 CFR part 85.20 (for States)
- Demonstrate the ability to monitor subrecipients
- Demonstrate and/or address any additional criteria that HUD may require by NOFA

If, after reviewing information submitted by the collaborative applicant addressing the above requirements, HUD designates the collaborative applicant as a UFA, the collaborative applicant has the following additional responsibilities:

- Apply for funding for all projects within the geographic area and enter into a grant agreement with HUD for all of the projects.
- Enter into legally binding grant agreements with subrecipients, and receive and distribute funds to subrecipients for all projects within the geographic area
- Require subrecipients to establish fiscal control and accounting procedures necessary to assure proper disbursement of and accounting for federal funds in accordance with the requirements of 24 CFR parts 84 and 85 and corresponding OMB circulars
- Obtain approval of any proposed grant agreement amendments by the CoC before submitting a request for an amendment to HUD

The CoC retains all of its responsibilities, even if it designates a UFA other than itself to apply for funds on behalf of the Continuum. This includes approving the application for funds.

## **4. OVERVIEW OF COC GOVERNANCE AND STRUCTURE**

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At the core of the CoC responsibilities described earlier is the mission of leading the community in finding solutions for preventing and ending homelessness. The CoC needs to create a structure to fulfill this and the other duties referenced in Section 3 of this user guide. While each community may bring different players to the table to participate in and lead the CoC, HUD expects participation of representatives from all relevant organizations (as discussed in Section 2 of this guide), requires each CoC to establish a board, and provides flexibility to CoCs to establish additional committees or workgroups to help carry out its planning and operations responsibilities. This section of the guide details the requirements for CoC governance and structure as described in 24 CFR part 578.5.

### **4.1 CoC Board Requirements**

Given that a CoC consists of many community stakeholders, each CoC must establish a board that is selected in compliance with the process approved by the CoC. The process is established as a requirement at 24 CFR part 578.7(a)(3). The Board must comply with the conflict of interest requirements at 24 CFR part 578.95(b).

The CoC Program interim rule establishes two characteristics of board composition. According to the rule, the board must:

- (1) Include at least one homeless or formerly homeless individual
- (2) Represent the relevant organizations and projects serving homeless subpopulations, such as persons with substance use disorders; persons with HIV/AIDS; veterans; the chronically homeless; families with children; unaccompanied youth; the seriously mentally ill; and victims of domestic violence, dating violence, sexual assault, and stalking.

One board member may represent the interests of more than one homeless subpopulation, and the board must represent all subpopulations within the CoC to the extent that someone is available and willing to represent that subpopulation on the board.

In order for the CoC board to carry out activities, the CoC must assign responsibilities to the board, which may include some of the requirements discussed in Section 3 of this User Guide. All roles and responsibilities must be reflected in the governance charter, along with a code of conduct and recusal process for the board, its chair(s), and any person acting on the board's behalf. The governance charter must be reviewed and updated, annually.

The CoC must comply with the requirements related to establishing the board and its composition by August 30, 2014, two years from the effective date of the CoC Program interim rule. It is possible that, in some communities, a board already meets the requirements described above. In that case, the CoC needs to ensure that it has reviewed and approved the written process for selecting the board in the last five years and followed that process when selecting the current board.

## 4.2 CoC Subcommittees and Work Groups

The CoC may appoint additional committees, subcommittees, and work groups as needed to carry out its work. Each CoC is responsible for determining the most effective committee structure for its community. The following are examples of some areas that may fall under the purview of committees and work groups:

- Application Review
- Point-in-Time Count
- Centralized Intake
- HMIS
- Performance Measurement
- Discharge Planning

All committees, subcommittees, and work groups responsibilities' must be documented in the governance charter that is reviewed and approved annually by the CoC.

## 5. FUNDING FOR ELIGIBLE COC PLANNING COSTS

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One of the major changes under the CoC Program interim rule is the availability of funding to support CoC planning costs. This section considers the amount of funding available and eligibility to apply for these funds.

### 5.1 Amount Available

Up to 3 percent of a CoC's Final Pro Rata Need amount, or a maximum amount established by NOFA, will be available for CoC planning activities. Each year HUD will announce the exact percentage and maximum amount available for planning activities.

## **5.2 Eligible Applicants for CoC Planning Funds**

Only the designated collaborative applicant may apply for and receive CoC planning funds, which may be used to complete any of the activities described in Section 3 of this user guide and outlined at 24 CFR part 578.39.



## United States Interagency Council on Homelessness

*Preventing and Ending Homelessness in the United States*

# The Housing First Checklist: A Practical Tool for Assessing Housing First in Practice

## Introduction

Housing First is a proven method of ending all types of homelessness and is the most effective approach to ending chronic homelessness. Housing First offers individuals and families experiencing homelessness immediate access to permanent affordable or supportive housing. Without clinical prerequisites like completion of a course of treatment or evidence of sobriety and with a low-threshold for entry, Housing First yields higher housing retention rates, lower returns to homelessness, and significant reductions in the use of crisis service and institutions.<sup>1</sup> Due its high degree of success, Housing First is identified as a core strategy for ending homelessness in *Opening Doors: the Federal Strategic Plan to End Homelessness* and has become widely adopted by national and community-based organizations as a best practice for solving homelessness.

Housing First permanent supportive housing models are typically designed for individuals or families who have complex service needs, who are often turned away from other affordable housing settings, and/or who are least likely to be able to proactively seek and obtain housing on their own. Housing First approaches also include rapid re-housing which provides quick access to permanent housing through interim rental assistance and supportive services on a time-limited basis. The approach has also evolved to encompass a community-level orientation to ending homelessness in which barriers to housing entry are removed and efforts are in place to prioritize the most vulnerable and high-need people for housing assistance.

As Housing First approaches become adopted more widely, the need for clarity increases around what the Housing First approach entails and how to know whether a particular housing program or community approach is truly using a Housing First approach. Robust tools and instruments are available which can quantitatively assess and measure a housing program's fidelity to Housing First, and recent research has attempted to rigorously evaluate Housing First implementation.<sup>2</sup> For quick screening, policymakers and practitioners will benefit from this practical, easy to use guide to identify and assess the implementation of the core components of the Housing First approach.

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<sup>1</sup> Lipton, F.R. et. al. (2000). "Tenure in supportive housing for homeless persons with severe mental illness," *Psychiatric Services* 51(4): 479-486. M. Larimer, D. Malone, M. Garner, et al. "Health Care and Public Service Use and Costs Before and After Provision of Housing for Chronically Homeless Persons with Severe Alcohol Problems." *Journal of the American Medical Association*, April 1, 2009, pp. 1349-1357. Massachusetts Housing and Shelter Alliance. (2007). "Home and Healthy for Good: A Statewide Pilot Housing First Program." Boston.

<sup>2</sup> Tsemberis, S. (2010). *Housing First: The Pathways model to end homelessness for people with mental illness and addiction*. Center City, MN: Hazelden. The National Center on Addiction and Substance Abuse at Columbia University. (2012). *Unlocking the door: An implementation evaluation of supportive housing for active users in New York City*. New York. <http://www.casacolumbia.org/upload/2012/20121907casahope2full.pdf>

## How to Use this Tool

This user-friendly tool is intended for use by policymakers, government officials, and practitioners alike to help make a basic assessment of whether and to what degree a particular housing program is employing a Housing First approach. The tool can be used as a checklist that can be reviewed during a site visit, program audit, or program interview, or as a guide and checklist when reviewing funding applications or reviewing a program's policies and procedures.

The tool is organized in two sections. The first section is a checklist of the core and additional elements of Housing First at the housing program or project level. The second section is a checklist of elements of Housing First at the community-level. Users of this tool should be aware that this tool assesses Housing First adoption along a spectrum, rather than as a simple *yes/no* or *pass/fail*. This tool is also not intended to serve as or supplant a more comprehensive housing and program quality assessment tool, but may supplement or be used in conjunction with such tools.

## Housing First at the Program/Project Level

### Core Elements:

- Admission/tenant screening and selection practices promote the acceptance of applicants regardless of their sobriety or use of substances, completion of treatment, and participation in services.
- Applicants are seldom rejected on the basis of poor credit or financial history, poor or lack of rental history, minor criminal convictions, or behaviors that indicate a lack of "housing readiness."
- Housing accepts referrals directly from shelters, street outreach, drop-in centers, and other parts of crisis response system frequented by vulnerable people experiencing homelessness.
- Supportive services emphasize engagement and problem-solving over therapeutic goals. Services plans are highly tenant-driven without predetermined goals. Participation in services or program compliance is not a condition of permanent supportive housing tenancy. Rapid re-housing programs may require case management as condition of receiving rental assistance.
- Use of alcohol or drugs in and of itself (without other lease violations) is not considered a reason for eviction.

### Additional Elements Found in Advanced Models:

- Tenant selection plan for permanent supportive housing includes a prioritization of eligible tenants based on criteria other than "first come/first serve" such as duration/chronicity of homelessness, vulnerability, or high utilization of crisis services.
- Tenants in permanent supportive housing given reasonable flexibility in paying their tenant share of rent (after subsidy) on time and offered special payment arrangements (e.g. a payment plan) for rent arrears and/or assistance with financial management (including representative payee arrangements).

### **Quick Screen: Is permanent supportive housing Housing First?**

1. Are applicants required to have income prior to admission?
2. Are applicants required to be "clean and sober" or "treatment compliant" prior to admission?
3. Are tenants able to be evicted for not following through on their services and/or treatment plan?

*If the answer is "Yes" to any of these questions, the program is not Housing First.*

- Case managers/service coordinators are trained in and actively employ evidence-based practices for client/tenant engagement such as motivational interviewing and client-centered counseling.
- Services are informed by a harm reduction philosophy that recognizes that drug and alcohol use and addiction are a part of tenants' lives, where tenants are engaged in non-judgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices.
- Building and apartment unit may include special physical features that accommodate disabilities, reduce harm, and promote health among tenants. These may include elevators, stove-tops with automatic shut-offs, wall-mounted emergency pull-cords, ADA wheelchair compliant showers, etc.

## **Housing First at the Community Level**

- Emergency shelter, street outreach providers, and other parts of crisis response system are aligned with Housing First and recognize their roles to encompass housing advocacy and rapid connection to permanent housing. Staff in crisis response system services believes that all people experiencing homelessness are housing ready.
- Strong and direct referral linkages and relationships exist between crisis response system (emergency shelters, street outreach, etc.) and rapid re-housing and permanent supportive housing. Crisis response providers are aware and trained in how to assist people experiencing homelessness to apply for and obtain permanent housing.
- Community has a unified, streamlined, and user-friendly community-wide process for applying for rapid re-housing, permanent supportive housing and/or other housing interventions.
- Community has a coordinated assessment system for matching people experiencing homelessness to the most appropriate housing and services, and where individuals experiencing chronic homelessness and extremely high need families are matched to permanent supportive housing/Housing First.
- Community has a data-driven approach to prioritizing highest need cases for housing assistance whether through analysis of lengths of stay in Homeless Management Information Systems, vulnerability indices, or data on utilization of crisis services.
- Policymakers, funders, and providers collaboratively conduct planning and raise and align resources to increase the availability of affordable and supportive housing and to ensure that a range of affordable and supportive housing options and models are available to maximize housing choice among people experiencing homelessness.
- Policies and regulations related to permanent supportive housing, social and health services, benefit and entitlement programs, and other essential services support and do not inhibit the implementation of the Housing First approach. For instance, eligibility and screening policies for benefit and entitlement programs or housing do not require the completion of treatment or achievement of sobriety as a prerequisite.
- Every effort is made to offer a transfer to a tenant from one housing situation to another, if a tenancy is in jeopardy. Whenever possible, eviction back into homelessness is avoided.



## **Bridgett McCormick**

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**From:** Cassandra Pierre <kassandra@homelessofhc.org>  
**Sent:** Thursday, September 26, 2013 1:36 PM  
**To:** gking@mewilson.com; MerrillM@hillsboroughcounty.org; candyolson@gmail.com; murmans@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; tleiweke@tampabaylightning.com; dreed@shepardcap.com; johnm@mckibbon.com; jferman@fermanmail.net; jclark@eckerdfamilyfoundation.org; jprevite@hcsotampa.fl.us; Jane Castor; subadanS@hillsboroughcounty.org; jim.shimberg@hkclaw.com; John Bennett; eivery@uwsuncoast.org  
**Cc:** SekouriM@hillsboroughcounty.org; mary.hultz@sdhc.k12.fl.us; HugginsJ@hillsboroughcounty.org; slewis@tampabaytimesforum.com; Marita@mckibbon.com; groffj@hillsboroughcounty.org  
**Subject:** State Homeless Legislative Initiative  
**Importance:** High

**From Maria Barcus, CEO Homeless Coalition**

**From:** Bryan Cherry [<mailto:bryan@adamstadvocates.com>]  
**Sent:** Thursday, September 26, 2013 8:55 AM  
**To:** A. Braun; Adell Erozer ; Althea Hudson; Andy Barber; Angela Hogan; Anita Cocoves; Barbara Wheeler; BE Thompson; Ben Coney; Bobbie Lbarra; Brandon Bellows; Brian Snow; Bruce Gimbel; C. Bain; Carmen Sheppard; Carol Robinson ; Carolyn Barker Collins; Cathy Jackson; Chris Harris; Chris Stone; Christine Long; Cindy Funkhouser; Cindy Short; Courtney ; Cyndy Cook; Dan Horton; David C. Moore; David Klinust; David Ojeda; Dawn Gilman; Dawn Stalter; Debi Mahr; Debi Redding; DeeDee Wright ; Edi Erb; Elmira Leto ; Eugene Williams; Fred Sarkees; Gary MacMath; Gayle Ahrens; Georgiana Devine; Hilda Fernandez; Ignacio Esteban; Jack Humburg; Jackie McNeil ; Jackie Pilcher; Jacquelyn Henderson; Janet Bartos ; Jayne Wilson; Jeanette McLernon; Jenn Sawyer; Jennifer Lee; Jim Marks ; Jim Wadsworth; Jim Walker; Joannell Greubel ; Joann Johnson; Joe Monroe; Joel Remigio; John Johnson; Jon Lombardi; Kip Corriveau; Leeanne Honey ; Leslie Loveless; Linda Lewis; Lisa Hamilton; Lisa Lucas; Lorne Coyle; Lorraine Allen; Lorraine Wilby; Louise Hubbard; Lynne Hodges; M. Norris; Maria Barcus; Marilyn Munoz; Mark Spiker; Marti Johnson; Michael Overway; Michael Wright; Michelle Cerrato-Dominguez; Miriam Nordlinger; Morgan Burleson; N. Copeland Miller; Neil Volz; R. Haycook; Renee Cobb; Richard Martin ; Rita Dopp; Robert Thayer; Roger McVeigh; Rosemary Enright; Sarah Snyder; Shelly Poirrier; Skip Forsyth; Stephanie Beckingham; Steve Smith; Steven Braddock; Susan Pourciau; Suzanne Edwards; Terry Coble; Theresa Lowe; Tina Greene; W. Spinner; Wendy Coles; Wesley Gordon ; William Rodriguez  
**Cc:** Robert Beck; Chelsea D'Hemecourt  
**Subject:** ASA Meeting with Senator Latvala and Representative Peters  
**Importance:** High

Dear FCH Members,

Adams St. Advocates was invited to participate in an informal meeting by Senator Latvala and Representative Peters at the Capitol yesterday to hear about their plans for legislation to establish a recurring source of grant funding for homeless housing/services that would be competitively awarded each year. This is Senator Latvala and Representative Peters' initiative and they will be seeking further input. The next meeting is scheduled to take place sometime in November. Tom Pierce had been invited to the meeting by Senator Latvala and actively participated in the meeting. Our role in this meeting was to represent FCH/CoCs and we raised the following issues:

- The need for a recurring, reliable funding source for housing AND supportive services is CRITICAL - we must have both; and

- That CoCs have solid continuums of care/plans for addressing the needs of the homeless in their communities.

Below are the highlights from our team's notes from yesterday's meeting:

- Senator Latvala's interest in filing this piece of legislation was peaked when he learned that his Districts (Pasco County) Sheriff's office was having to dip into their budget to provide services to the homeless; as much as \$1.5 million of the Sheriff's budget is being used to support services to the homeless;
- The Legislator's goal is to have a bill to file in January (session begins March 4th );
- There will be no new taxes proposed in the legislation – "quickest way to kill a bill";
- Possible revenue sources include, but are not limited to: new gaming revenue, new revenue from a new Indian gaming compact, an allocation of any 'new/increased' doc stamp revenues (collected as a result of an improving economy), authorization for local option taxes for local governments/communities to consider.

ASA will continue to keep all FCH members informed as the crafting of this legislation, and eventually the bill, moves forward through the preliminary and legislative process, always representing FCH's best interests. We will notify you once the next meeting is set so that if you wish to attend, we can ask the Senator/Representative to extend an invitation.

Please let us know if you have any questions,

Sincerely,

The Adams St. Advocates Team,  
Bryan, Chelsea and Robert



*Bryan R. Cherry*  
**850.544.5673 (Cell)**  
**850.224.5971 (Fax)**  
**Adams Street Advocates LLC**  
**205 South Adams St.**  
**Tallahassee, FL 32301**  
**[bryan@adamstadvocates.com](mailto:bryan@adamstadvocates.com)**  
**[www.adamstadvocates.com](http://www.adamstadvocates.com)**

## Bridgett McCormick

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**From:** Cassandra Pierre <kassandra@homelessofhc.org>  
**Sent:** Monday, September 30, 2013 1:19 PM  
**To:** gking@mewilson.com; MerrillM@hillsboroughcounty.org; candy.olson@gmail.com; Sandy Murman; Bob Buckhorn; Tod Leiweke; dreed@shepard.com; John McKibbon; jferman@fermanmail.net.; jclark@eckerdfamilyfoundation.org; jprevite@hcsotampa.fl.us; Jane Castor; subadans@hillsboroughcounty.org; Jim Shimberg; John Bennett; eivery@uwsuncoast.org; amy.sawyer@usich.gov  
**Cc:** SekouriM@hillsboroughcounty.org; mary.hultz@sdhc.k12.fl.us; hugginsj@hillsboroughcounty.org; Bridgett McCormick; slewis@tampabaytimesforum.com; Marita@mckibbon.com; groffj@hillsboroughcounty.org  
**Subject:** Steering Committee Homeless Initiative- Meeting Date Scheduler

Good Afternoon,

At your earliest convenience, please use the link below to complete the doodle scheduler for the next Steering Committee for the Homeless Initiative meeting.

<http://doodle.com/q74ckeg4nsumriz4>

Thank you,

Kassandra Pierre, Office Manager  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

---

**From:** Cassandra Pierre  
**Sent:** Wednesday, September 04, 2013 2:42 PM  
**To:** gking@mewilson.com; MerrillM@hillsboroughcounty.org; candy.olson@gmail.com; 'Sandy Murman'; 'Bob Buckhorn'; 'Tod Leiweke'; David Reed (dreed@shepard.com); John McKibbon; Jim Ferman (jferman@fermanmail.net.); jclark@eckerdfamilyfoundation.org; jprevite@hcsotampa.fl.us; 'jane.castor@tampagov.net'; 'CPM CAFM CPFP Sharon D. Subadan (subadans@hillsboroughcounty.org)'; 'Jim Shimberg'; 'John Bennett'  
**Cc:** SekouriM@hillsboroughcounty.org; Mary Hultz (mary.hultz@sdhc.k12.fl.us); hugginsj@hillsboroughcounty.org; bridgett.mccormick@tampagov.net; Sharon Love Lewis (slewis@tampabaytimesforum.com); Marita@mckibbon.com; groffj@hillsboroughcounty.org; Maria Barcus (maria@homelessofhc.org)  
**Subject:** Homeless Coalition Steering Committee-Update

Dear Members of the Committee,

Since your last meeting, work has been continuing behind the scenes. County representatives, in consultation with some of you, decided that a Transitional Board with public and private participation was needed. Within a year, the Transitional Board will be expected to (a) formulate what the ultimate organizational structure of the Continuum of Care should be and (b) to formulate the community's Strategic Plan on Homelessness.

After consultation with County Attorney Chip Fletcher and Jim Shimberg, acting on behalf of the Steering Committee, the attorneys concluded that the easiest way to accomplish the envisioned organizational change is to modify the Bylaws of the Homeless Coalition of Hillsborough County. To that end, revised Bylaws have been drafted and will be

brought before the members of the Coalition at a general meeting on October 3rd. If approved, the Transitional Board will be appointed in October.

At the last meeting of the Steering Committee, the group asked for a more in-depth discussion of the existing situation and efforts underway. We would like to schedule this for a morning in September, from 8 a.m. to 11:30 a.m. Please open the link below and indicate your availability on the proposed dates. You will be notified by email of the final date and location.

<http://doodle.com/g74ckeg4nsumriz4>

Background information for your review prior to the meeting will be provided in parts, by e-mail, between now and the workshop. You will also receive a hard copy of materials at the meeting. Attached is an overview document from HUD, entitled "Establishing and Operating a Continuum of Care", which will provide an introduction to HUD requirements and expectations of a Continuum of Care. Also attached is a checklist for what constitutes "Housing First". From past efforts, the community seems to be in agreement that this approach should be followed. In practice, many programs are not following this philosophy.

Tod Leiweke has been spearheading the branding and communications campaign, including a new name, new website, and a launch event at the beginning of November. The outline of these initiatives will also be presented when the group reconvenes.

In other related developments,

- The next cycle of HUD funding has begun, although we do not yet know what the application deadline will be.
- The Salvation Army is formulating a plan to convert to a 24-hour emergency/bridge housing operation, coming on-line as early as next Spring.
- Work is advancing toward the launch of a Coordinated Intake and Assessment system on December 1.
- The community has received and is filling 205 vouchers for Veterans and 40 vouchers able to house up to 70 people for chronically homeless individuals and families. An additional 18 units of permanent supportive housing for this population were approved in the last cycle and will be coming on-line by the end of the year.
- Staff is working with various providers and the Tampa Police Department to offer options to the homeless persons now using downtown parks, in advance of the enforcement of the City's new ordinances. As part of a month-long effort, a concentrated registration drive, will take place on September 18th. Beginning on September 11, a special court will be hearing all violations of municipal ordinances. Homeless individuals will be offered another opportunity to access whatever help is available.

Thank you,

Maria Barcus, CEO  
Homeless Coalition of Hillsborough County

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Kassandra Pierre, Office Manager  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Wednesday, October 23, 2013 4:40 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf.com; Jim Shimberg; Joe Clark; John McKibbon; Mike Merrill; Sandy Murman; Thomas Brown; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; Cassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Update

(Please ignore the Doodle you just received from Cassandra)

Congratulations,

You are now the official Board of Directors of this organization! The previous Board of Directors met at noon today and appointed the eleven members that had been identified previously. Mike Merrill has requested that the Transitional Board appoint Jerome Ryans, President and CEO of the Tampa Housing Authority to the Board, when the Provider representatives are appointed on November 11<sup>th</sup>.

Those in attendance at the Orientation Workshop yesterday decided to have the first meeting of the Board on November 11<sup>th</sup>, at 11 a.m. to be followed by a retreat until 5 p.m. Those meetings will also take place at the Forum. Details will follow. The retreat will focus on the primary goals of this group:

- The development of a Strategic Implementation Plan by January 2014
- Formulation of the organizational structure to involve everyone who has an interest and/or a role to play in this effort

Patrick Wigmore, from the Corporation for Supportive Housing (CSH), who has been working with our community for the past two years, has agreed to participate in the retreat, provided the NOFA has not been issued by November 11. He is planning to begin the work on drafting the Plan and then identify someone who can continue the work during the blackout due to the NOFA.

Looking forward to working with all of you,

Maria

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Friday, October 25, 2013 1:53 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf1.com; Jim Shimberg; Joe Clark; John McKibbon; Mike Merrill; Sandy Murman; Thomas Brown; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; Cassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Notes of Workshop; Federal Plan Opening Doors  
**Attachments:** NOTES OF Workshop October 22.docx

Attached are the notes of the Workshop. This document is intended to capture follow-up items and not the entire discussion.

Below is a link to the Federal Strategic Plan on Homelessness, "Opening Doors", which the group requested.

[http://www.usich.gov/opening\\_doors/](http://www.usich.gov/opening_doors/)

Patrick Wigmore from the Corporation for Supportive Housing and I will formulate an outline for the retreat and forward it to you next week.

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

# **NOTES OF DISCUSSION**

## **WORKSHOP ON HOMELESSNESS IN TAMPA/HILLSBOROUGH**

The Tampa Bay Times Forum, All-Star Conference Room  
401 Channelside Drive  
Tuesday, October 22, 2013

### **1. Name and Logo**

Have designers formulate a logo incorporating:

- Tampa/Hillsborough Homeless Initiative as the name
- Red/orange as the colors
- H with the dot as the logo design

### **II. Plan Expectations**

- Needs to be in place prior City and County budget process, beginning in March
- Draft by end of year, circulate in January, adopted by City and County in February
- Seek consulting assistance available during HUD blackout period
- Needs to be easy to grasp and understand
- Specific enough to measure progress, provide accountability
- Leverage private resources
- Send National Homelessness Plan to group

### **III. First Meeting and Retreat – Nov. 11, Veteran’s Day, 11-5 at Forum**

- First Meeting will take place Nov. 11, from 11-12
- The retreat will follow from 12 to 5, focusing on
  - (a) Approach to developing the plan
  - (b) Formulation of an organizational structure
  - (c) Improving use of HMIS to track and analyze – possible Chief Information Officer
- Staff to disseminate draft Agenda for the day

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Tuesday, November 05, 2013 4:53 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf.com; Jim Shimberg; Joe Clark; John McKibbon; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; Cassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Board Retreat Monday Nov. 11 at the Forum  
**Attachments:** BOARD RETREAT Nov 11 2013.docx; Chicago Plan 2.0.pdf; Wigmore\_Bio.docx; Appendix A Community Examples.pdf

We are very fortunate that Patrick Wigmore, Corporation for Supportive Housing, and Connie Hill, Community Solutions, consultants who have been working with our Continuum for the past two years, will be able to join us for the Retreat.

In preparation for the retreat, we are providing you with links to the Federal Plan for ending homelessness, Opening Doors, and a 2012 Amendment dealing with Youth:

[http://usich.gov/index.php/opening\\_doors/](http://usich.gov/index.php/opening_doors/)  
[http://usich.gov/opening\\_doors/amendment\\_2012/](http://usich.gov/opening_doors/amendment_2012/)

Also, we would like for you to take a look at Chicago's Plan 2.0, which is attached, as a possible template for our plan, in terms of layout and style.

Some of the things I like about this plan is that:

- It's brief
- Like ours, it is intended for frequent updating
- It is organized into 7 strategic priorities, clearly summarized on page 4 and then further explained in two-page spreads
- Short-term and long-term actions are identified for each
- Good use of color, graphics and pictures

We would probably want more specific, quantitative, measurable goals and outcomes.

Finally, attached under the title "Appendix A Community Examples" is a description of how other communities have organized their efforts.

The packet for the Board Meeting taking place the same day from 11-12 will be sent tomorrow, along with the Agenda. We will also confirm the room at the Forum where the meeting will take place.

More to follow . .

Maria



Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

# BOARD RETREAT

November 11, 2013

12:00 Noon to 5:00 p.m.

- I. Community-wide Implementation Strategy
  - A. Priorities for Accomplishment
    - 1. First 18 months – by September, 2015
    - 2. Next 18 months - by February, 2017
  - B. Timeframe for Developing:
    - 1. Draft document by February
    - 2. Community review – February-March
    - 2. Adoption by City and County in April
    - 2. Line up resources – by September
    - 3. Implementation – Oct 1, 2014- September 30, 2015
    - 4. First Progress Report and Update – January, 2015
  
- II. Governance and Organizational Structure
  - A. Models from other communities
  - B. Tampa Model Options
  - C. Key Decision Points
  
- III. How to Track and Measure Results

**Attachments:**

1. National Plan to End Homelessness
2. Chicago's Plan 2.0



# CHICAGO'S PLAN 2.0

*A Home for Everyone*

# TABLE OF CONTENTS

## CHICAGO'S PLAN 2.0

*A Home for Everyone*



LETTER FROM MAYOR RAHM EMANUEL

I.	Letter from Mayor Rahm Emanuel	Page 2
II.	Executive Summary	Page 3
III.	Vision and Development of Plan 2.0	Page 5
IV.	Homelessness in Chicago	Page 7
	A. Outcomes and Achievements of 2003 Plan: <i>Getting Housed, Staying Housed</i>	
	B. Evaluation of <i>Getting Housed, Staying Housed</i>	
	C. Baseline Data	
V.	The World Around Us	Page 14
	A. An Environmental Scan for Plan 2.0	
	B. Significant New Initiatives	
	C. Essentials to Make Homeless Interventions Sustainable	
VI.	Plan 2.0: <i>A Home for Everyone</i>	Page 18
	A. Strategic Priority 1: The Crisis Response System	
	B. Strategic Priority 2: Access to Stable and Affordable Housing	
	C. Strategic Priority 3: Youth Homelessness	
	D. Strategic Priority 4: Employment	
	E. Strategic Priority 5: Advocacy and Civic Engagement	
	F. Strategic Priority 6: Cross-Systems Integration	
	G. Strategic Priority 7: Capacity Building	
VII.	Acknowledgments	Page 33
VIII.	Appendix A: Projected Need Calculations	Page 34
IX.	Appendix B: Glossary of Key Terms	Page 38

Dear Friends:

I am proud to endorse Chicago's Plan 2.0 and want to thank everyone who contributed to developing this set of new strategies to advance our city's efforts to prevent and end homelessness.

Developed in 2002, Chicago's first Plan to End Homelessness, *Getting Housed, Staying Housed*, outlined three core strategies that have guided our progress: preventing homelessness whenever possible; rapidly rehousing individuals and families who become homeless; and providing wrap-around services to promote housing stability and self-sufficiency.

Over the last decade, Chicago has made significant strides in expanding its homelessness prevention and rental assistance resources, nearly doubling its stock of permanent supportive housing, and developing many innovative projects to house and assist some of our most vulnerable residents. Despite these gains, homelessness remains a reality for too many in our city.

To refocus our efforts, in October 2011 I asked a Steering Committee of key stakeholders to oversee the development of Chicago's next plan. Through their efforts, more than 500 stakeholders participated in a process that identified opportunities to enhance Chicago's homeless assistance system.

Chicago's Plan 2.0 is a broad-ranging, seven-year action plan that reaffirms and builds on the strategies of our first plan and outlines seven strategic priorities that will help improve access to housing and services, strengthen our efforts to end youth homelessness and help more people secure employment.

I look forward to working with you to achieve the objectives of Plan 2.0 and improving the quality of life for all Chicagoans.

Sincerely,

Rahm Emanuel  
Mayor

# EXECUTIVE SUMMARY

**Plan 2.0: A Home for Everyone** articulates a vision for Chicago, a vision that everyone in Chicago can share. In this great city that gave us the pioneering Jane Addams, the innovative Frank Lloyd Wright, and the current President of the United States Barack Obama, we believe great things can happen. We believe that ending homelessness is possible and that, in Chicago, everyone should have a home.

Chicago's original Plan to End Homelessness, *Getting Housed, Staying Housed*, made impressive strides since being introduced in 2003. Plan 2.0 reaffirms the ambitious goals of *Getting Housed, Staying Housed*, while expanding our scope and commitment to housing Chicago's most vulnerable residents. Against the backdrop of the worst economic downturn since the Great Depression and with more of our neighbors at risk, homelessness is a pressing community need requiring our urgent attention. A new mayor in City Hall, new direction from Washington, D.C., and a recently-released evaluation of Chicago's Plan also provided a great catalyst for creating Plan 2.0. It was a timely opportunity for all the stakeholders in Chicago – policymakers, providers, consumers, funders, and advocates – to reflect on successes and challenges over the past decade and to plan for new, innovative strategies.

Plan 2.0 is divided into seven strategic priorities that represent the most cutting-edge thinking on preventing and ending homelessness from across the country. It was developed over eight months of extensive community dialogue and feedback, with participation from over 500 stakeholders, including 150 people who have experienced homelessness themselves. Plan 2.0's strategic priorities and goals are:

- 1 THE CRISIS RESPONSE SYSTEM**  
Create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing.
- 2 ACCESS TO STABLE AND AFFORDABLE HOUSING**  
Create and maintain stable and affordable housing for households who are experiencing or at risk of homelessness.
- 3 YOUTH HOMELESSNESS**  
Create a comprehensive, developmentally appropriate menu of services for youth who experience homelessness in order to prevent homeless youth from becoming the next generation of homeless adults.
- 4 EMPLOYMENT**  
Increase meaningful and sustainable employment opportunities for people experiencing or most at risk of homelessness.
- 5 ADVOCACY AND CIVIC ENGAGEMENT**  
Engage all of Chicago in a robust plan that creates a path to securing a home for everyone in our community.
- 6 CROSS-SYSTEMS INTEGRATION**  
Work across public and private systems of care to ensure ending homelessness is a shared priority.
- 7 CAPACITY BUILDING**  
Ensure a strong homeless assistance system capable of implementing Plan 2.0 goals and HEARTH Act performance standards.



Home is the foundation from which we build our lives and our community. Together, in implementing Plan 2.0, we will create a Chicago in which everyone has a home.

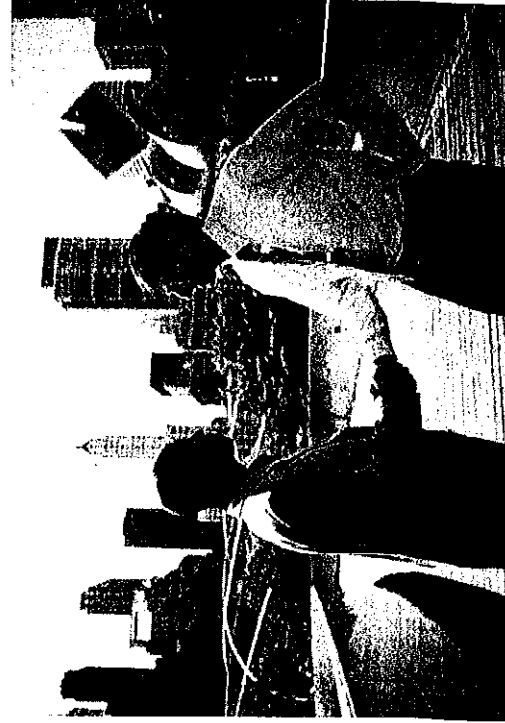
# VISION AND DEVELOPMENT OF PLAN 2.0

Ten years ago, Chicago was the first major city to create an ambitious Plan to End Homelessness. Our goals were – and continue to be – to prevent homelessness whenever possible and to provide an integrated array of housing and services in an effective and cost-efficient manner for the greatest number of Chicagoans in need.

Today, we re-commit to creating solutions for the most vulnerable citizens of Chicago. Together, we – housing and service providers, city and county government, formerly and currently homeless consumers, business leaders, philanthropic partners, faith communities, and many other committed Chicagoans – will build momentum, promote new ideas, and meet the needs of those without stable housing.

**When every Chicagoan has access to a safe, decent, and affordable home – homelessness ends in Chicago. Our vision is that, in our community, everyone has a home.**

In 2011, the Chicago Planning Council on Homelessness – in partnership with the City of Chicago and the Chicago Alliance to End Homelessness – launched a process to redevelop Chicago's Plan to End Homelessness. The Planning Council is the governing body for Chicago's homeless assistance system. The 23-member volunteer board embodies the public-private partnership that is central to Chicago's success: membership is divided among government entities, homeless service providers, consumers of homeless services, private funders, and the Chicago Alliance to End Homelessness. The Planning Council oversees Chicago's Plan, with the Chicago Department of Family and Support Services and the Chicago Alliance managing its implementation.



As the major private sector partner advancing Chicago's Plan, the Chicago Alliance works to identify and strengthen critical system needs, to implement best practices, and to advocate for and secure public funding for Chicago's homeless assistance system. The Chicago Alliance is guided by front-line experts via two advisory boards: the Service Providers Commission and the Consumers Commission, which provide a strong voice for agencies and for people who have experienced homelessness in Plan implementation.

As guided by the Planning Council, the development of Plan 2.0 was inclusive of as many stakeholders as possible; driven by data; attentive to federal performance measures; and mindful of the current and foreseeable resources, risks, and external opportunities. The process had four stages:

- 1 Kick-off Community Meetings and Discussion of Top Issue Areas**  
In November 2011, 137 individuals and 16 stakeholder committees met to review the principles of the planning process and identify top issue areas to be included in Plan 2.0.
- 2 Community Planning Charrette and Public Feedback**  
In January 2012, 445 individuals, including local and national experts, gathered at a week-long community planning session to identify actionable recommendations for each top issue area.<sup>1</sup>
- 3 Preparing Plan 2.0 with Public Input**  
From March to June 2012, eight community decision-making bodies reviewed and provided feedback on draft priorities and goals of Plan 2.0. The Interim Housing and Rapid Rehousing Task Force, with participation from 19 providers, consumers, and funders, also met to develop additional Plan 2.0 recommendations.
- 4 Planning Council Ratification**  
In June 2012, the Chicago Planning Council on Homelessness reviewed and approved Plan 2.0.

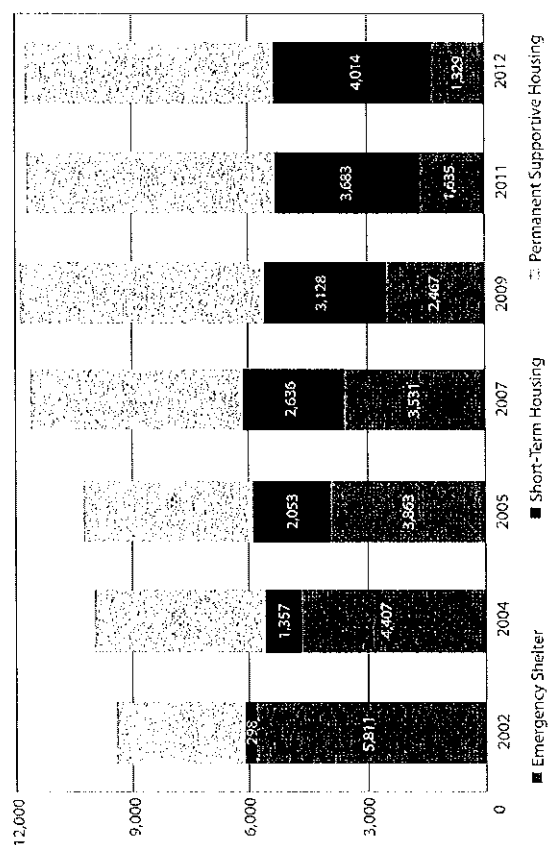
<sup>1</sup> The Final Charrette Report is available online at [www.thechicagoalliance.org](http://www.thechicagoalliance.org).

# HOMELESSNESS IN CHICAGO

## OUTCOMES AND ACHIEVEMENTS OF Getting Housed, Staying Housed

Chicago achieved significant outcomes under the first Plan to End Homelessness: *Getting Housed, Staying Housed*. Developed through a comprehensive community process and endorsed by Mayor Richard M. Daley in 2003, the Plan called for a fundamental shift from an emergency shelter-based strategy to a housing-focused strategy in order to not simply manage homelessness but to end it. Chicago's innovative Plan won a 2004 award from the National Alliance to End Homelessness in Washington, D.C., whose president called it "the most comprehensive and cutting-edge 10-year plan in the country." As figure 1 illustrates, the Plan was successful in converting Chicago's resources from the temporary solution of emergency shelter to the permanent solution of housing. The ratio of emergency shelter to permanent housing has flipped since implementation of the Plan, even while increasing the overall number of housing options available to people experiencing homelessness.

Figure 1: Chicago Housing Inventory by Program Type 2002-2012  
(Source: Housing Inventory Chart, 2002-2012\*)



\* Short-Term Housing includes interim housing, second stage housing (a former program model no longer in use), permanent housing with short-term supports, youth transitional housing, and permanent housing for youth - project-based, age appropriate. Permanent Supportive Housing also includes Safe Haven.

The three core tenets of *Getting Housed, Staying Housed* were homeless prevention, Housing First, and wraparound services. These strategies required a comprehensive and deliberate reorientation of Chicago's homeless assistance system. It also required innovations in service delivery, the gradual redeployment of existing resources, increased public and private investments, and significant cross-systems collaboration. Through this process, Chicago has provided a national example of how a major city can make incremental, intentional change and see positive outcomes toward our goal of ending homelessness. Plan 2.0 will build off the many successes of the past decade and stay committed to the guiding principles of *Getting Housed, Staying Housed* which are outlined below.

## TENET 1: HOMELESS PREVENTION

Prevention is an essential component of any effort to end homelessness. Homeless prevention is both a cost-efficient intervention and one that yields better outcomes for at-risk individuals and families. Prevention strategies include targeting households so they never enter the emergency shelter system and working strategically with other systems of care to prevent discharge into homelessness. Under *Getting Housed, Staying Housed*, Chicago:

- ▶▶ Created the Homeless Prevention Call Center in 2007. The call center is accessible to any Chicagoan in need through 311 and fields 70,000 calls per year. The multi-lingual, well-trained call center staff provide a one-stop approach to information and referrals to local, state, and federal homeless prevention resources.
- ▶▶ Delivered over \$49 million in homeless prevention resources since 2003. Resources include the federal Homeless Prevention and Rapid Rehousing Program, the federal Emergency Shelter Grant, the State Homeless Prevention Fund, and private contributions.
- ▶▶ Maximized the opportunities provided by the American Recovery and Reinvestment Act to pilot innovative homeless prevention strategies, including serving doubled up families and eviction prevention, reaching over 3,000 households.





## TENET 2: HOUSING FIRST

For those who do become homeless, *Getting Housed, Staying Housed* adopted a Housing First approach that centered on providing people experiencing homelessness with housing as quickly as possible and then providing services as needed. The main premise of this approach is that services previously delivered in emergency shelter which promote self-sufficiency and enhance well-being are more effective when people are stably housed. Under *Getting Housed, Staying Housed*, Chicago:

- ▶ Nearly doubled the stock of permanent supportive housing for those who are homeless and/or disabled from 3,304 units to 6,472 units. For the past six years in a row, Chicago has competed successfully for new federal HUD funding to create additional permanent housing, totaling \$26 million.
- ▶ Converted over 3,000 beds of emergency shelter and transitional housing into interim housing, a best practice unique to Chicago. The goal of interim housing is to provide short-term stable housing and services targeted at moving individuals and families into appropriate permanent housing quickly. Interim housing serves nearly 5,000 households per year.
- ▶ Led the nation in studying the cost-effectiveness and efficacy of permanent supportive housing, with published reports from the AIDS Foundation of Chicago's Chicago Housing for Health Partnership, the Supportive Housing Providers Association, and Heartland Alliance's Social IMPACT Research Center.



## TENET 3: WRAPAROUND SERVICES

*Getting Housed, Staying Housed* was committed to ensuring that households have access to a full range of fundamental resources and services – including physical and mental health care, substance use treatment, child care, employment, and connection to mainstream resources. These wraparound, individualized, comprehensive services protect the stability of housing, especially in times of crisis. Under *Getting Housed, Staying Housed*, Chicago:

- ▶ Provided state-of-the-art services to special populations, including young mothers and their children, veterans, and youth through a network of committed and talented providers.
- ▶ Increased the use of harm reduction and low threshold interventions within the homeless assistance system in order to reduce the harmful consequences of high-risk activities and maintain housing stability. In 2004, Heartland Health Outreach's Midwest Harm Reduction Institute was established to provide training and technical assistance on implementing harm reduction services.

While Chicago – like the entire country – has not yet achieved its ultimate goal of ending homelessness, *Getting Housed, Staying Housed* provided the infrastructure, capacity, and resiliency to capitalize on the opportunities and survive the challenges of the past decade. Despite the most severe economic downturn since the Great Depression, Chicago's homeless assistance system has held steady. We have been able to prevent sharp increases in the number of individuals and families facing homelessness and have successfully rehoused thousands of the most vulnerable Chicagoans.

## EVALUATION OF *Getting Housed, Staying Housed*

Chicago was also the first major city to conduct a formal evaluation of its Plan to End Homelessness. Starting in 2009, the City of Chicago and private foundations provided generous support to researchers from Loyola University Chicago and the University of Chicago to determine how well the Plan was working to achieve its ambitious goals.

The evaluation of Chicago's Plan to End Homelessness had four main research components:

- 1 A longitudinal survey of 550 people as they navigated Chicago's homeless system;
- 2 Focus groups to determine how well the current system met client needs;
- 3 Qualitative interviews with youth experiencing homelessness; and
- 4 An analysis of system entry through participant observation and an assessment of §11.

Results of the evaluation suggest that there was considerable progress made toward the Plan's goals, while also suggesting a number of next steps to improve client outcomes and the operation of Chicago's homeless assistance system. For the 550 people tracked over the course of a year in the homeless assistance system, figure 2 provides a snapshot of how the three primary types of housing interventions compared at achieving positive outcomes.

**Figure 2: Success Rate of Moving to Permanent Housing Based on Housing of Origin**  
 (Source: Loyola University and the University of Chicago, 9/11)

	2011-2012 Emergency Shelter	2011-2012 Emergency Shelter	2011-2012 Emergency Shelter
Percentage of people who were still living in their starting location at the end of a year	44%	15%	81%
Percentage of people who made it to, or were still living in, permanent supportive housing at the end of a year	12%	19%	82%
Percentage of people who made it to, or were still living in, permanent supportive housing at the end of a year	22%	47%	14%
<b>Total percentage of people permanently housed at the end of a year</b>	<b>34%</b>	<b>66%</b>	<b>96%</b>

Key findings from the evaluation are listed below and have been used to inform the strategic priorities and goals of Plan 2.0.<sup>3</sup>

## KEY FINDINGS

- ▶▶ **Permanent supportive housing (PSH) successfully ends a client's homelessness by providing stable and secure affordable housing coupled with supportive services.** PSH programs are serving clients with just as many challenges as clients in other parts of the system and are thus not selecting clients based on their ability to succeed.
- ▶▶ **The new interim housing model yields better outcomes than traditional emergency shelter.** 66% of interim housing clients found permanent housing by the final interview point. Most maintained market-rate housing successfully through a combination of earned income, federal disability benefits, and income supports.
- ▶▶ **Emergency shelter has the most challenges in helping clients end their homelessness and move to permanent housing.** 44% of the clients surveyed in emergency shelter remained in emergency shelter for the length of the evaluation (approximately one year).
- ▶▶ **Access to the homeless system is neither coordinated nor efficient.** 311 operators (separate from the Homeless Prevention Call Center) do not provide referrals, but rather tell callers to go to the nearest police station or emergency room, where consumers routinely wait long hours for transport to an emergency shelter. City street outreach teams are also not well-informed about housing and emergency shelter resources.
- ▶▶ **Supportive services are critical in ending homelessness.** In interviews, consumers praised highly knowledgeable case managers as essential in helping them navigate the homeless system. The success of interim housing and PSH is predicated on strong service delivery.
- ▶▶ **Employment services were especially important in ending homelessness, but in low supply in the homeless assistance system.** Only 18% of consumers interviewed reported receiving job related services, while 38% reported a lost job or lost income as their primary reason for becoming homeless.
- ▶▶ **Homeless youth, due to their transitional life stage and chaotic home of origin, face different challenges and require different services than adults experiencing homelessness.** Programs dedicated to homeless youth are successful at providing developmentally-appropriate services; connections to education and job training; and a sense of guidance, belonging, and community.

## BASELINE DATA

Homelessness is often a hidden tragedy in our community. Therefore, defining what we mean by "homeless" and providing an authoritative count of how many households experience homelessness in Chicago is no easy task. Figure 3 outlines the results of Chicago's bi-annual Point in Time (PIT) count or one-day census of people who are homeless. This count is based on the U.S. Department of Housing and Urban Development's (HUD) definition of homelessness: "when an individual lacks a fixed, regular and adequate place to sleep or who regularly spends the night in an emergency shelter, similar institution, or a place not meant for human habitation."

**Figure 3: Baseline Homeless Population Data**  
 (Source: Point in Time Counts, 2005 – 2011)

	2005	2007	2009	2011	2013	2015
Singles Unsheltered	1,701	1,511	794*	1,655		
Singles Sheltered	2,337	2,359 <sup>§</sup>	2,548	2,598		
Total Singles	4,038	3,870	3,342	4,253		
Persons in Families Unsheltered	26	65	90	25		
Persons in Families Sheltered	2,651	1,987	2,808	2,268		
Total Persons in Families	2,677	2,052	2,898	2,293		
<b>Total Persons</b>	<b>6,715</b>	<b>5,922</b>	<b>6,240</b>	<b>6,546</b>		

According to the one-day census, approximately 6,500 people were homeless in Chicago in January 2011. In Chicago, our rate of homelessness is 0.2% of the overall population – similar rates to Miami and Minneapolis, but lower than New York City or Los Angeles.

The figures on the next page illustrate the demographic characteristics of the people served in Chicago's homeless assistance system. In addition to the information below, over 1,000 veterans and 5,000 people with disabilities were served by the homeless assistance system in 2011, representing 8% and 39% of the total adult population served respectively.

<sup>4</sup> Count did not include persons on the Chicago Transit Authority.  
<sup>5</sup> Count did not include people living in permanent housing with short-term supports.

## AN ENVIRONMENTAL SCAN FOR PLAN 2.0

The ambitious goals of Plan 2.0 do not exist in a vacuum. Our ability to create a community in which everyone has a home hinges on the resources, risks, and opportunities of the world around us. External forces such as the foreclosure crisis and trends in federal spending will directly impact our ability to successfully implement Plan 2.0. As the need for homeless services increases and available resources decrease, Plan 2.0 attempts to be both ambitious and pragmatic in setting goals for our community. We are using this scan of the current environment to inform and improve our planning efforts.

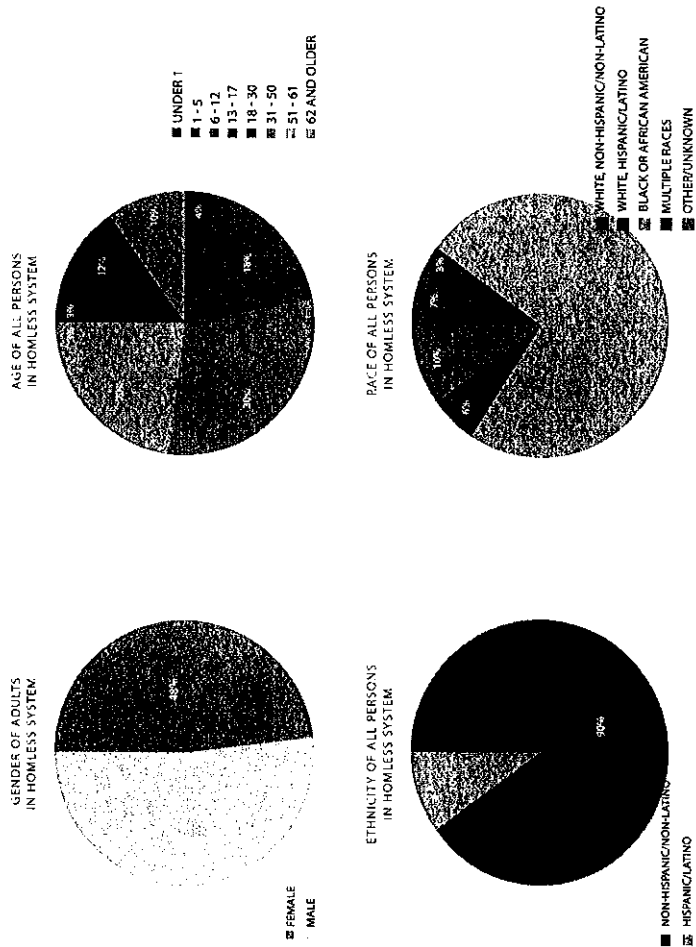
### RISING POVERTY AND UNEMPLOYMENT

Too many Chicagoans live in poverty and are unable to find living wage jobs; these factors contribute to the number of people at risk of or experiencing homelessness. According to the U.S. Census Bureau, 23% of Chicagoans or approximately 600,000 people lived below the federal poverty line in 2010. Ten percent of Chicagoans live in extreme poverty (below 50% of the federal poverty line).<sup>8</sup> Over the last decade, Chicago's poverty rate has risen 1.4%.<sup>9</sup> While unemployment has improved since the height of the recession in 2009, Chicago's unemployment rate stands at 9.0%, slightly exceeding the national rate of 8.1%.<sup>10</sup>

### AFFORDABLE HOUSING SHORTAGE AND FORECLOSURE CRISIS

Affordable housing is the solution to many people's homelessness. Unfortunately, Chicago has a severe shortage of affordable rental housing and it is out of reach for too many Chicagoans. According to the National Low Income Housing Coalition, a person in Cook County would have to earn \$18.42 an hour to afford a two-bedroom apartment.<sup>11</sup> According to a study by the Institute of Housing Studies at DePaul University, there was a shortage of 180,000 affordable rental units in Cook County in 2009, and this gap is likely to grow by an estimated 44,000 units by 2020.<sup>12</sup> To put the need for affordable housing in perspective, in 2008, when the Chicago Housing Authority opened up its waiting list for federally subsidized housing, 232,200 people applied for only 40,000 slots.<sup>13</sup>

Figures 4 – 7: Demographic Characteristics of People Served by Chicago's Homeless Assistance System<sup>4</sup>  
(Source: Homeless Management Information System, 10/1/10 – 9/30/11)



In addition to those served by the homeless assistance system or those who are sleeping on the streets, many households are precariously housed or living doubled up with family or friends. This is a challenging population to measure, but one benchmark is the data collected by Chicago Public Schools (CPS). In comparison to HUD, the U.S. Department of Education uses a broader definition of homelessness that includes living doubled up: "sharing the housing of other persons due to loss of housing or economic hardship."

Recently, there has been a dramatic increase in the number of children and youth identified as homeless and/or precariously housed by CPS: over 16,600 students were identified as living doubled up or experiencing homelessness in the 2011-2012 school year, rising 35% in the previous three years alone. That means that 1 in 25 children and youth in the Chicago Public Schools system (and many of their families) are living doubled up or experiencing homelessness.

For Plan 2.0, Chicago has based its assumptions on the best data available with the intention that improved data collection and quality will strengthen our projections in years to come. Therefore, the key objectives outlined in Plan 2.0 are the minimum needed to reach our goal of a home for everyone.

<sup>4</sup> Figures include people served in emergency shelters, a range of short-term housing programs, and permanent supportive housing. In contrast, figure 3 does not include persons served in permanent supportive housing.  
<sup>5</sup> Chicago Public Schools estimates that 89% of the identified homeless students are living doubled-up.

<sup>8</sup> Clery, Jennifer, et al. 2011. Report on Illinois Poverty. Chicago: Social IMPACT Research Center, 2011.  
<sup>9</sup> Bernabe, Alan, et al. Chicago in Focus: A Profile from Census 2000. Washington, DC: The Brookings Institution Center on Urban and Metropolitan Policy, 2003.  
<sup>10</sup> "Economy at a Glance: Chicago-Joliet-Naperville, IL." Bureau of Labor Statistics. Retrieved May 22, 2012. [http://www.bls.gov/eag/eag/eaajl\\_chicago\\_md.htm](http://www.bls.gov/eag/eag/eaajl_chicago_md.htm)  
<sup>11</sup> "Out of Reach 2012: Illinois." National Low Income Housing Coalition. Retrieved June 16, 2012. <http://nlihc.org/oor/2012/IL>  
<sup>12</sup> Institute of Housing Studies. The State of Affordable Housing in Cook County. Chicago: DePaul University, 2011.  
<sup>13</sup> "Public Housing Waiting List to Reopen After 10 Years." Chicago Tribune. Retrieved June 16, 2012. [http://articles.chicagotribune.com/2011-06-16/news/ct-met-chi-waiting-list-20110616\\_1\\_chicago-housing-authority-public-housing-waiting-list](http://articles.chicagotribune.com/2011-06-16/news/ct-met-chi-waiting-list-20110616_1_chicago-housing-authority-public-housing-waiting-list)

Chicago has also been one of the major U.S. cities most affected by the foreclosure crisis. Since 2008, Cook County has experienced 40,000 home foreclosures every year.<sup>14</sup> According to the Lawyers' Committee for Better Housing, in 2009 and 2010, 12,334 apartment buildings went into foreclosure, affecting 37,726 rental units and destabilizing thousands of renters who lack the resources to relocate quickly.<sup>15</sup>

#### REDUCED GOVERNMENT SUPPORT

As the United States recovers from the worst economic downturn since the Great Depression, all levels of government are facing unprecedented fiscal challenges, including soaring budget deficits and significant health care and retirement liabilities. In response, the federal, state, and city governments may further weaken the nation's social safety net through painful budget cuts. With funding for critical programs already sharply reduced, it will be increasingly difficult to meet the needs of low-income individuals and families, especially those at risk of or experiencing homelessness.

#### ILLINOIS CONSENT DECREES

In 2010 and 2011, Illinois began implementing three Consent Decrees in response to class action lawsuits on behalf of persons with mental illness and physical or developmental disabilities residing in institutions. In implementing the three Consent Decrees, Illinois will become compliant with the Americans with Disabilities Act and the Supreme Court decision in *Olmstead v. L.C.* (1999) which affirm that people with disabilities should live in the least restrictive setting possible. In the next five years, over 11,000 persons in Illinois will have the option of moving out of institutionalized care and into a community-based setting. As scarce state resources for housing and services are dedicated to implementing the Consent Decrees, Chicago's homeless assistance system must advocate for Illinois to provide support for all who need it, including people experiencing homelessness.

#### THE END OF THE FEDERAL STIMULUS

The American Recovery and Reinvestment Act of 2009 included an unprecedented \$1.5 billion for the Homeless Prevention and Rapid Rehousing Program (HPRP). HPRP helped communities across the country manage the growing number of families and individuals in a housing crisis due to the recession. In Chicago, this time-limited infusion of \$34 million allowed us to provide short-term housing subsidies and case management to 5,400 homeless and at-risk people over the course of three years. While the lessons learned from HPRP implementation are included in Plan 2.0's strategies, this much-needed resource from the federal government is ending right at the time Plan 2.0 is beginning.

## SIGNIFICANT NEW INITIATIVES

Recent legislation and federal initiatives will have a considerable impact on the resources available to house and serve people experiencing homelessness and we must work to include these new programs in our planning. The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 amends and reauthorizes the McKinney-Vento Homeless Assistance Act, which provides \$54 million to Chicago annually – the single largest source of funding for Chicago's homeless system. HEARTH Act implementation and the introduction of new performance measures will have significant implications for how our community works to prevent and end homelessness.

Implementation of the Patient Protection and Affordable Care Act (commonly known as health care reform) will also increase the resources available to meet the physical and mental health care needs of people experiencing homelessness. Starting January 1, 2014, Medicaid will expand to include all single individuals who are at or below 133% of the federal poverty level. Health and Disability Advocates, a national policy leader on Medicaid issues, estimates that 330,000 adults in Cook County will become newly eligible for Medicaid. Our community will need to be vigilant to ensure that the enrollment process is free of barriers for people experiencing homelessness and to advocate for Illinois to adopt comprehensive Medicaid benefits for the most vulnerable people. In addition, as Illinois works to coordinate health care for seniors and adults with disabilities using alternative models, homeless service providers will have the opportunity to incorporate housing and supportive services into the coordination of health care for at-risk populations.

In 2010, the U.S. Interagency Council on Homelessness and its 19 member agencies launched *Opening Doors*, the nation's first-ever comprehensive strategic plan to prevent and end homelessness. The bold and measurable goals of *Opening Doors* are meant to catalyze change at the local and state level and improve the use of resources and cross-system collaboration. Many of the goals of Chicago's Plan 2.0 are modeled on those of *Opening Doors*, and we will continue to align our strategies with the nation's leading efforts in the field.

Also in 2010, the Obama Administration set a bold goal of ending veteran homelessness in five years. In response, the U.S. Department of Veterans Affairs' budget for homeless assistance programs has grown dramatically over the past few years to support prevention, rapid rehousing, and permanent supportive housing for veterans experiencing homelessness. In Chicago, the Jesse Brown VA Medical Center launched a campaign called One Team Chicago in 2011 to focus the local VA's energy on ending veteran homelessness and integrating with Chicago's homeless assistance system. For the over 1,000 homeless veterans in Chicago, these initiatives and new resources will be a valuable addition to our toolbox of solutions.

## ESSENTIALS TO MAKE HOMELESS INTERVENTIONS SUSTAINABLE

The issue of homelessness is relatively small compared to the scale of those living in poverty. While Plan 2.0 cannot end poverty, nor always stop our neighbors from losing their homes, the Plan can put us on a path toward becoming a city in which everyone has a home. Our ability to make progress will rest on the degree to which we are able to braid together the efforts of the homeless assistance system with the world around us. These are just a few of the essential components that will make Plan 2.0 a success:

- » *Restoring, preserving, and increasing the resources of the homeless assistance system, including homeless prevention, a range of housing options, and supportive services.*
- » *Increasing the supply of and increasing access to affordable housing so that all Chicagoans can afford a stable home of their own.*
- » *Ensuring a well-functioning safety net so that all households who are at risk of or experiencing homelessness have access to shelter, mainstream resources, public benefits, and quality health care.*
- » *Reaching all homeless populations to ensure the unique and multiple needs of each person are recognized and addressed in a holistic way. Special populations include but are not limited to families, youth, victims of domestic violence, seniors, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented.*
- » *Ensuring harm reduction, trauma-informed, and asset-based principles are embraced system-wide in order to provide housing and services with care, dignity, and respect to all people.*
- » *Holding the homeless system accountable to the highest quality of services to ensure that consumers are provided with respect, support, and advocacy that empowers the consumer to be his or her own agent of change.*
- » *Putting the safety and well-being of consumers and providers first by working to locate housing and services in places where consumers feel comfortable and safe.*
- » *Improving efforts to prevent public and private institutions from discharging individuals into homelessness.*
- » *Expanding cultural competency and consumer choice to respect the unique situation and aspirations of each individual who interacts with the homeless assistance system.*

Plan 2.0 represents an updated and refined approach to preventing and ending homelessness in Chicago, driven by community need and input. Plan 2.0 reaffirms and builds on the strategies outlined in the city's 2003 Plan, *Getting Housed, Staying Housed*:

- 1 Preventing individuals and families from becoming homeless in the first place;
- 2 Placing individuals and families in permanent housing as quickly as possible when they do become homeless; and
- 3 Providing wraparound services to promote housing stability and self-sufficiency.

The efforts of the last ten years have helped thousands of individuals and families move from homelessness into safe, stable housing – a significant achievement. Implementation of Chicago's Plan has also transformed the homeless assistance system from *managing* homelessness with temporary solutions to working to end homelessness with permanent, holistic solutions. These successful efforts will continue under Plan 2.0, alongside new strategies that incorporate the lessons of the last ten years, the best thinking from around the country and in our own backyard, and the realities of the world around us.



Plan 2.0 proposes seven strategic priorities to advance the efforts of Chicago's homeless assistance system. It covers the breadth and depth of what it will take to prevent and end homelessness in our community. Plan 2.0 proposes creating a state-of-the-art coordinated access system, increasing investments in permanent housing, giving homeless youth and employment services the attention they deserve, and much more. Action items are divided into short-term strategies to be worked on during the next two years (through 2014) and long-term/ongoing strategies to be worked on during the next seven years (through 2019) with progress reports to the community on a semi-annual basis.

Plan 2.0 is designed to be a living document that requires ongoing planning and collaboration to ensure successful implementation. We are committed to implementing Plan 2.0 in the most transparent and inclusive manner possible, with extensive community involvement every step of the way. We call on all the stakeholders of Chicago's homeless assistance system – policymakers, providers, consumers, funders, community partners, and advocates – to join us in working together to achieve the vision of Plan 2.0: *a home for everyone.*

# THE CRISIS RESPONSE SYSTEM

## STRATEGIC PRIORITY 1

### GOAL

Enable the enterprise to respond to a crisis in a timely and effective manner, thereby protecting the enterprise's reputation and ensuring the continuity of its operations.

### OVERVIEW

The Crisis Response System (CRS) is a comprehensive framework that provides the enterprise with the tools and processes needed to effectively manage a crisis. The CRS is designed to be flexible and scalable, allowing the enterprise to tailor the system to its specific needs and circumstances. The CRS is a key component of the enterprise's overall risk management strategy and is essential for ensuring the enterprise's long-term success.

### KEY OBJECTIVES

- 1. Minimize the impact of a crisis on the enterprise's reputation and operations.
- 2. Ensure the enterprise's ability to continue to operate during a crisis.
- 3. Protect the enterprise's financial and physical assets.
- 4. Maintain the enterprise's compliance with applicable laws and regulations.
- 5. Ensure the enterprise's ability to recover from a crisis.

### SHORT TERM ACTION ITEMS

1. Conduct a comprehensive risk assessment to identify potential crisis scenarios and their potential impact on the enterprise.

2. Develop a crisis response plan that outlines the enterprise's strategy for managing a crisis, including the roles and responsibilities of key personnel.

3. Establish a crisis response team and conduct regular training exercises to ensure the team is prepared to respond to a crisis.

4. Implement a crisis communication plan that ensures the enterprise can effectively communicate with stakeholders during a crisis.

5. Review and update the crisis response plan and training exercises on a regular basis to ensure they remain relevant and effective.

6. Establish a crisis response budget and ensure the enterprise has the necessary resources to support the crisis response plan.

7. Conduct a post-crisis review to evaluate the enterprise's performance during a crisis and identify areas for improvement.

### LONG TERM/ONGOING ACTION ITEMS

1. Regularly update the crisis response plan and training exercises to reflect changes in the enterprise's risk profile and external environment.

2. Conduct regular risk assessments to identify new potential crisis scenarios and their potential impact on the enterprise.

3. Establish a crisis response budget and ensure the enterprise has the necessary resources to support the crisis response plan.

4. Conduct a post-crisis review to evaluate the enterprise's performance during a crisis and identify areas for improvement.

5. Establish a crisis response team and conduct regular training exercises to ensure the team is prepared to respond to a crisis.

6. Implement a crisis communication plan that ensures the enterprise can effectively communicate with stakeholders during a crisis.

# ACCESS TO STABLE AND AFFORDABLE HOUSING

## STRATEGIC PRIORITY 2

### GOAL

Create and maintain stable and affordable housing for households who are experiencing risks of homelessness.

### OVERVIEW

A stable and affordable home for everyone is the vision of Plan 2040. In order to realize this vision, a range of permanent housing options is needed for Chicagoans experiencing a risk of homelessness. For many people, a short-term housing subsidy and stabilizing case management is all that is needed to regain stable housing. For people who are disabled and require additional time and supports, permanent supportive housing has proven to be a cost-effective and evidence-based intervention for the 800,000+ people who are struggling with high costs and low-paying jobs, subsidized affordable housing, and their homelessness. We must invest in a range of permanent and affordable housing options in order to create strong families and strong neighborhoods.

### KEY OBJECTIVES

- Increase the number of fabric retaining units from 757 to 2,762 (2021 units/2/50; increase to meet projected need)
- Increase the number of permanent supportive housing units from 6,822 to 8,824 (1,574 units/25%; increase to meet projected need)
- Expand funding from all levels of government to expand affordable housing options to extremely low income households (households earning 15% or below of area median income) in order to meet the projected need of 351,500 units

### SHORT TERM ACTION ITEMS

Increase and reposition opportunities to enable top-disabled households with income to locate housing and exit homelessness quickly. Invest federal, city, and private resources to scale intervention up to the maximum number of households eligible.

Target new resources for short-term rental subsidies and housing-related case management toward homeless households living in emergency shelters and interim housing to reduce length of homelessness, increase placement into stable housing, and improve housing retention.

Develop a supportive housing initiative to combine city, federal, and private resources to strategically create a pipeline of new supportive housing.

Implement a central referral system for permanent supportive housing that prioritizes access by level of vulnerability and length of homelessness, and connects to the coordinated access system.

Work with the Chicago Housing Authority (CHA) to effectively assist people experiencing homelessness through the establishment of a special designation and prioritization of the CHA waiting list and/or utilization of a central referral system to its supportive housing portfolio.

Implement Moving Our efforts to assist people in supportive housing to move or to affordable housing in the community when appropriate, feeding up the supportive housing unit to the next most vulnerable community member.

### LONG TERM/ONGOING ACTION ITEMS

Work with public and community partners, including the Chicago Department of Housing and Economic Development and the Illinois Housing Development Authority, to develop new affordable housing opportunities, including additional repurchases and preservation of affordable rental units.

Work with the CHA to develop new ways of serving persons with criminal backgrounds, including through the Popularity Rental Assistance program.

Improve access to permanent supportive housing for interim housing and emergency shelter clients, including ex-offenders. Reduce discrimination barriers and limit barriers to entry to safety-related minimum requirements of landlords.

Develop and implement a coordinated, citywide landlord outreach strategy to recruit new rental partners. Create a citywide affordable housing initiative that transforms vacant units into affordable housing using a combination of federal and local funds.

Explore innovative solutions for increasing permanent housing options for ex-offenders, including eviction prevention and master leasing.

Explore successful community housing models, such as Home Share, low-income programs of HOME/ACF funding, for increasing households and joint.

# YOUTH HOMELESSNESS

# STRATEGIC PRIORITY 3

## GOAL

Create comprehensive development of services for youth who experience homelessness in order to prevent homeless youth from becoming the next generation of homeless adults.

## OVERVIEW

Unaccompanied youth disconnected from structured adult care face unique developmental challenges and impacts on the future. Youth need a full range of comprehensive accessible services in order to become stably housed and successful in adulthood. Part 2-3 will bring critical evidence-based services, coordinated under their reach, to more than 100,000 youth who do better than 90% providing resources for the 1,500 youth between the ages of 16 and 24 who currently access Chicago's homeless assistance system each year and the thousands more who have yet to reach.

## KEY OBJECTIVE

Triple the capacity of the youth housing system by 2019 from 260 beds to 800 beds.

## SHORT TERM ACTION ITEMS

- Support the City of Chicago Fast Forward for Homeless Youth which includes Homeless Youth provides youth consumers and youth advocates as the advisory body to inform interventions, policies and implementation.
- Conduct an accurate annual count of youth experiencing homelessness to inform plan implementation and resource allocation and to set targets for the reduction of youth experiencing homelessness.
- Implement positive youth development, harm reduction, trauma-informed and culturally competent service models in all homeless programs that serve youth.
- Increases the capacity of certain underserved emergency shelter and interim housing programs to provide youth-centered services. Ensure such programs have appropriate facilities and well-trained staff and that youth are never placed in adult programs that present safety concerns.

Work with Chicago Public Schools to increase support for homeless youth through its Students in Temporary Institutions (STI) program and hire training for school-based staff and providers to utilize resources to students in a housing crisis.

Request that the Illinois Department of Children and Family Services (DCFS) expand the number of emancipation transition sites for child protective care and adopted behavioral placements that result in homelessness. Develop on prevention and housing efforts.

## LONG TERM/ONGOING ACTION ITEMS

- Develop new youth housing and bed-in-low-demand emergency shelter beds developmentally appropriate transitional housing and permanent housing. Ensure new housing is available in each area of the city.
- Provide a comprehensive array of services and interventions as well as a safe alternative to the street at 24/7 drop-in centers on the north, south, and west sides of the city.
- Improve crisis intervention and family mediation services when appropriate to prevent youth from becoming homeless. Increase collaborations with Community Support for Youth Services (CSYS) agencies - the state-funded provider of family reunification for minor youth.
- Connect pregnant and parenting youth to housing and services that address the developmental needs of both the parent and the child.
- Advocate for the Chicago Public Schools system to stop and integrate the runaway prevention curriculum developed by the National Runaway Shelter Board.
- Work with the City Colleges of Chicago and other public and private colleges to count the number of homeless college students and provide specialized resources for students in a housing crisis.



# EMPLOYMENT

## STRATEGIC PRIORITY 4

### GOAL

Increase meaningful and sustainable employment opportunities for people experiencing a major risk of homelessness.

### OVERVIEW

For many non-disabled people, finding living wage employment is an essential part of moving out of homelessness – and usually one of the biggest challenges. In 2017, only 24% of households were employed at all from the homeless assistance system. In the evaluation of Chicago's first Pro-Employment services, we identified as one of the resources' greatest demand for services: supply. We make significant progress on this issue: the homeless assistance and employment systems will need to coordinate as they have never done before. We must expand the capacity and flexibility of the workforce development system to better meet the needs of people experiencing homelessness to better equip homeless jobholders with tools to assess and connect clients for whom employment is appropriate to the workable resources and to develop innovative approaches to creating career opportunities for the most vulnerable Chicagoans.

### KEY OBJECTIVE

Increase the number of households employed at all.

### SHORT TERM ACTION ITEMS

Conduct an assessment of the current workforce system in Chicago and Cook County to determine the most effective strategies for connecting people experiencing homelessness to employment opportunities.

Improve data collection on the employment needs and outcomes of people experiencing homelessness in order to set targets for the increase in number of households employed at all.

Build and strengthen connections with the existing workforce system to create more pathways to employment for people experiencing homelessness, including more inter-agency partnerships between workforce programs, emergency shelters, and interim housing programs to provide re-entrance and opportunities to participants.

Work closely with the new Chicago Cook Workforce Partnership to ensure federal workforce resources and job training opportunities are made available to people experiencing homelessness.

Develop and implement a standard employment readiness assessment that is consistent with the workforce system and leads to appropriate linkages with employment services.

Increase resources within homeless programs to conduct employment readiness assessments and to appropriate services, such as provide job retention case management.

### LONG TERM/ONGOING ACTION ITEMS

Expand programming to engage long-term unemployed homeless people in building personal work history and meeting basic financial needs.

Expand employment and housing opportunities for ex-offenders by increasing capacity and expanding legal services and advocating to ban employment discrimination based on criminal history.

Create career opportunities for consumers with supportive and affordable housing development, including expanded use of the Property Management Curriculum at the City Colleges of Chicago and within new housing initiatives focused on rehabilitating foreclosed properties.

Prioritize more employment opportunities for youth including seasonal, part-time and part-time jobs explore hiring partnerships for homeless youth in schools and service agencies.

Ensure basic financial literacy and credit and asset-building services are provided to all households as part of the homeless assistance system.

Prioritize career and training initiatives such as micro-credentialing programs for individuals who are unable to have had their experiences of homelessness.

# ADVOCACY AND CIVIC ENGAGEMENT

# STRATEGIC PRIORITY 5

## GOAL

Engage all of Chicago in a robust plan that creates a path to securing a home for everyone in our community.

## OVERVIEW

Successful implementation of Plan 20 will require the commitment and sustained advocacy of all community partners. From government agencies to corporate boardrooms to neighborhood providers and consumer advocates, we must all be united behind the same vision and goals. We must continue to be strong advocates for the homeless assistance system in order to increase resources and maximize policy opportunities, and we must address the profound urgency of this issue in order to inspire change.

## KEY OBJECTIVES

- Advocate for additional resources to meet the needs of people experiencing homelessness.
- Increase civic participation and commitment to the goal of ending homelessness.

## SHORT TERM ACTION ITEMS

Support the Chicago Planning Council of Homelessists to continue Chicago's robust public-private partnership, monitor their work progress and ensure a complete review and evaluate Homeless Assistance System.

Advocate for increased local, state, federal, and private resources to fund solutions and successfully implement Plan 20.

Overcome private barriers (including unionization, corporate and individual donors) in order to coordinate and increase investments in Plan 20 goals.

## LONG TERM/ONGOING ACTION ITEMS

Tell the story of our Plan goal of Chicago through semi-annual reports to the community on outcomes, successes, and items that remain unaddressed.

Advocate for Illinois to provide a critical safety net for people in need of expanding homelessness by fully funding the Homeless Prevention, Emergency and Transitional Housing, Homeless Youth, Homeless Education, and Supporting Housing programs.

Advocate for state-level programs to narrow disincentives to employment and training in order to help people work toward self-sufficiency without losing access to supportive services and resources.

Conduct outreach to a wide range of faith communities in order to educate congregations on the goals of Plan 20 and increase their level of engagement in the homeless assistance system.

Share Plan successes at the national level through conferences, webinars, and proposals to Chicago's Congressional delegation, promoting Chicago's progress and performance on key national goals.

# CROSS-SYSTEMS INTEGRATION

# STRATEGIC PRIORITY 6

## GOAL

Work across public and private systems of care to ensure ending homelessness is a shared priority.

## OVERVIEW

The people at the heart of Plan 2.0 are much more than a list of "homeless." They are families, fathers, siblings, and job seekers. Sometimes they are, in some ways, they are in recovery, and sometimes they are building new life after incarceration. Each person's unique and rich person outlines multiple systems of care in our community beyond the homeless assistance system. To truly meet our goals, we must work more creatively and more effectively across systems of care to ensure everyone - regardless of their situation - has a home. Successful cross-systems integration will lead to lasting change by improving access to comprehensive services and community of care by reducing duplication and inefficiency, and by establishing greater accountability by making prioritized goals.

## KEY OBJECTIVES

- Establish a high-level coalition for among government agencies on the issue of ending homelessness by establishing a Chicago Emergency Council on Homelessness by the end of 2016.
- Ensure rapid assessment and coordination to mainstream resources for all households experiencing or at risk of homelessness.

## SHORT TERM ACTION ITEMS

Design and implement the Chicago Emergency Council on Homelessness. Secure commitments from key stakeholder agencies to actively participate in the Council. Through this process, work to ensure that the planning processes and priorities of key stakeholder agencies are aligned so that the needs of people experiencing or at risk of homelessness are addressed.

Deploy Plan 2.0 staff to cross-systems integration in order to provide consistent direct contacts with government agencies and partners and to ensure shared accountability.

Increase resources for the 311 Outreach, Access and Recovery (SOAR) program to increase the number of people with serious mental illness extending homelessness who are able to access Social Security Disability Benefits and Medicaid.

Explore all opportunities under implementation of the Affordable Care Act to provide comprehensive physical and behavioral health care to people experiencing homelessness, including care coordination, housing and services.

## LONG TERM/ONGOING ACTION ITEMS

Increase collaboration with the U.S. Department of Veterans Affairs and the Jesse Brown Medical Center through integrated homeless outreach and improved access to veteran-specific homeless programs.

Partner with the Illinois Department of Corrections to implement homeless prevention and rapid rehousing programs in order to prevent homelessness upon discharge and recidivism.

Increase access to public assistance programs including Temporary Assistance for Needy Families Supplemental Nutrition Assistance Program, and child care assistance by connecting households to benefit applications at the point of access and by providing referrals to legal advocacy services if other to obtain if necessary.

Provide comprehensive services and intensive programming to homeless students and their families in their connection to Chicago Public Schools and the Students in Temporary Living Situations (STLS) program. Work with STLS staff, homeless service providers, and other systems of care to provide access to housing opportunities, routine case management, early intervention services, and/or create children to parenting youth.

Increase the accessibility and affordability of public transportation to people experiencing homelessness.

# CAPACITY BUILDING

## GOAL

Ensure a strong homeless assistance system capable of implementing Plan 2.0 goals and HEARTH Act performance standards.

## OVERVIEW

Chicago's homeless assistance system is comprised of hundreds of tireless providers and volunteers working across the city, dozens of advocates and systems-level professionals striving to improve our chances at ending homelessness; and most of all, the thousands of people who might need help today, but also want an opportunity to give back tomorrow. Ensuring the strength, resiliency, and creativity of this system will allow all of Plan 2.0's ambitious goals to be realized.

## KEY OBJECTIVE

➔ Increase Chicago's outcome achievements in relation to Plan 2.0 and HEARTH Act performance measures.

Figure 8: HEARTH Act Performance Measures  
(Source: Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009)

### FEDERAL GOAL

Ensure that individuals and families who become homeless return to permanent housing within 30 days.

### PERFORMANCE MEASURES

1. The length of time individuals and families remain homeless;
2. The extent to which individuals and families who leave homelessness experience additional spells of homelessness;
3. The thoroughness of grantees in the geographic area in reaching individuals and families experiencing homelessness;
4. Overall reduction in the number of individuals and families experiencing homelessness;
5. Jobs and income growth for individuals and families experiencing homelessness; and
6. Success at reducing the number of individuals and families who become homeless for the first time.

## SHORT TERM ACTION ITEMS

1. Set annual system-wide performance benchmarks based on Plan 2.0 objectives and HEARTH Act performance measures.
2. Increase bed coverage and data quality in the Homeless Management Information System (HMIS) in order to regularly identify system gaps that need to be addressed.
3. Make better use of all available data sets and identify additional sources of data necessary in order to determine housing and service gaps in our homeless assistance system. In addition, work to collect all local data sets in a clearinghouse for ease of performance analysis and advocacy.
4. Create logical, direct linkages between online housing search tools in order to maximize system capacity: [www.direct2housing.org](http://www.direct2housing.org), [www.illhousingsearch.org](http://www.illhousingsearch.org), and [www.chicagohousingoptions.org](http://www.chicagohousingoptions.org).

## LONG TERM/ONGOING ACTION ITEMS

5. Create an open HMIS system able to connect with multiple data systems in order to reduce provider time entering data and to provide quality system-level reports on usage. Ensure all applicable laws protecting confidentiality are followed.
6. Provide training and technical assistance on leading, evidence-based practices and innovative pilots in order to ensure implementation of high-quality homeless services.
7. Provide training and support to all homeless service providers on common standards of harm reduction in order to more effectively serve people who are engaging in high-risk behavior.
8. Provide training and support to all programs that serve families to ensure that the educational, developmental, and health care needs of children are being met.
9. Support providers of homeless services by ensuring sufficient training, skill development, and compensation for staff, as well as the long-term sustainability of programs and agencies.
10. Create a private funding pool to incentivize successful implementation of HEARTH Act performance measures.
11. Fundraise for system improvement planning grants that create opportunities for programs to coordinate and implement strategic change.
12. Ensure adequate capacity within the homeless assistance system to appropriately serve people who speak languages other than English.
13. End any discriminatory practices within the homeless system to ensure equitable access to housing and services.

## APPENDIX A: PROJECTED NEED CALCULATIONS

The Chicago Alliance and the Chicago Department of Family and Support Services based the following calculations on the best data available at this time. However, we acknowledge that successful implementation of Plan 2.0 will require us to improve data collection and quality, as well as regularly analyze system trends, in order to strengthen our ability to project the number of housing options needed. The projections here are the minimum needed as of June 2012 and we are committed to regularly recalculating the number of housing options needed in order to plan for growth. Plan 2.0 housing projections will be updated annually and shared broadly with our community of stakeholders.

The calculations of projected need are based on the following four housing options:

- ▶ Permanent supportive housing (PSH), a long-term subsidy with wraparound services, primarily for households with a disability;
- ▶ Rapid rehousing (RRH), a short-term subsidy with housing stability case management (including subsidies funded by the federal Emergency Solutions Grant and units of Permanent Housing with Short-Term Supports);
- ▶ Subsidized, affordable housing targeted at households earning 15% or below of area median income; and
- ▶ Households that make it to unsubsidized, permanent housing without a permanent housing option provided by our system.

In estimating the projected need for permanent supportive housing, we added the number of households currently being served and the estimated number of homeless people (unsheltered, sheltered, and doubled up) who could be successful in this housing option based on previous outcome data. The doubled up estimate is derived from data from Chicago Public Schools on the number of children and youth identified as homeless. Unfortunately, there is no data source available to identify the number of single individuals who may be living doubled up.

Figures 9 – 13: 2012 Projections of Housing Availability and Need

(Source: Chicago Alliance to End Homelessness, 6/12 – data key is available on page 37)

	Family Units	Individual Units	Total Units
Number of households served in PSH over the course of a year (AHAR 2011)	1,036	5,250	6,286
Number of chronically homeless unsheltered people (PT 2011)	6	717	723
Number of severely mentally ill sheltered people (PT 2012)	188	666	854
On average, 1.2% of interim housing clients move on to PSH (HMIS 2011)	267	379	646
Number of doubled up families in need of PSH (Estimate) <sup>a</sup>	305	No data	305
<b>Total number of PSH units needed</b>	<b>1,802</b>	<b>7,012</b>	<b>8,814</b>

<sup>a</sup> As of April 30, 2012, Chicago Public Schools counted 14,764 students as living doubled up. The National Alliance to End Homelessness estimates that the odds of a doubled up household experiencing homelessness are one in twelve, meaning an estimated 1,230 doubled up students may experience homelessness in Chicago. Based on the average family size and the age of children in Chicago's homeless system, we estimate that 25% of those students may be siblings in the same household. Therefore, we estimate that at least 923 doubled up households would require a housing intervention per year. Since we do not have any demographic data on these families, we assumed they had the same characteristics as other families in the homeless system and would need the same interventions at the same rate.

We would like to extend our deepest thanks to the community leaders who lent their time and energy to creating Plan 2.0 and who work every day to create a community in which everyone has a home. The Chicago Planning Council on Homelessness oversaw the planning process and it was led by Nicole Amling at the Chicago Alliance and John Pfeiffer at the Chicago Department of Family and Support Services.

We are grateful for the feedback and direction provided by the Planning Council, the Service Providers Commission, and the Consumers Commission throughout the planning process. Over 500 stakeholders participated in the planning process, including 150 people who have experienced homelessness themselves and representatives from at least 67 service providers and 14 government agencies. The Plan 2.0 Steering Committee provided guidance and insight throughout the journey and we appreciate their dedication:

- |                    |                 |
|--------------------|-----------------|
| Nicole Amling      | Nancy Radner    |
| Nicole Bahena      | Susan Reyna     |
| Nonie Brennan      | Debbie Reznick  |
| Andrea Dakin       | Alisa Rodriguez |
| Ceandra Daniels    | Richard Rowe    |
| Julie Dworkin      | Britt Shawver   |
| Matt Fischer       | Mike Simmons    |
| Ann Marie Grimberg | Dorothy Yancy   |
| John Pfeiffer      |                 |

Plan 2.0 could not have been created without the generous and visionary support of our funders: the Polk Bros. Foundation, the Chicago Department of Family and Support Services, and the Pierce Family Foundation.

A final thank you to the team at the Corporation for Supportive Housing, led by Liz Drapa and Betsy Benito, who helped shape the planning process and led us to a Plan 2.0 that can be embraced citywide.

- DESIGN & LAYOUT  
 Pamela DeFranco
- PHOTOGRAPHY  
 Bernadette Aguilar, fotosPATRICK Photography (Cover, pages 4, 5, 8)  
 Angela Day Photography (Background Chicago photos)  
 Bruce Powell, Photography By Bruce Powell (Page 6)  
 Heidi Ja Brady (Page 9)  
 Angela Garbot, Photos by Garbot (Page 18)

To calculate the number of available permanent supportive housing units, we added the number of current units and those under development, the average turnover, and those households that are currently living in PSH but have gained the skills to live independently, minus the average number of units vacant or in transition at any given time. The projected unmet need for permanent supportive housing is 1,972 units.

	Family Units	Individual Units	Total Units
Current PSH units plus units under development (HIC 2012)	1,027	5,919	6,946
Average PSH turnover (AHAP 2011)	50	752	802
Additional units to be added annually (Proposed)	20	116	136
Average 5% vacancy in PSH at any given time (AHAP 2011)	(154)	(888)	(1,042)
<b>Total number of available PSH units</b>	<b>943</b>	<b>5,899</b>	<b>6,842</b>
<b>Total number of PSH units needed</b>	<b>1,802</b>	<b>7,012</b>	<b>8,814</b>
<b>Projected need for permanent supportive housing</b>	<b>859</b>	<b>1,113</b>	<b>1,972</b>

In estimating the projected need for rapid rehousing, we used Chicago's experience of implementing the Homeless Prevention and Rapid Rehousing Program to predict that households with income would be most successful in this housing option and should therefore be targeted by income level at entry. As the federal Emergency Solutions Grant expands to fund rapid rehousing in 2012 and 2013, we will analyze program-level data in order to test this hypothesis and inform our projections in future years. Since we do not have similar income level data for households in emergency shelter and because there is not different criteria for entry between the two program types, we assumed the same income rates as for those in interim housing. Since we do not have demographic or income data on doubled up families, we assumed they would have the same characteristics as families in interim housing.

	Family Units	Individual Units	Total Units
29% of individual households enter interim housing with income of \$500 or more (HMIS 2011)	0	885	885
20% of family households enter interim housing with income of \$500 or more (HMIS 2011)	555	0	555
Number of households entering emergency shelter with income (estimate)	146	997	1,143
Number of doubled up families in need of RRH (estimate)	185	No data	185
<b>Total number of RRH units needed</b>	<b>886</b>	<b>1,882</b>	<b>2,768</b>

To calculate the number of available units, we added the number of units to be funded by the Emergency Solutions Grant in 2012 and 2013 and the number of Permanent Housing with Short-Term Support units currently available. Permanent Housing with Short-Term Supports is the program model currently in use in Chicago that most closely aligns with rapid rehousing. The projected unmet need for rapid rehousing is 2,031 units.

	Family Units	Individual Units	Total Units
Emergency Solution Grant units (Con Plan)	99	120	219
Permanent Housing with Short-Term Support units (HIC 2012)	275	243	518
<b>Total number of available RRH units</b>	<b>374</b>	<b>363</b>	<b>737</b>
<b>Total number of RRH units needed</b>	<b>886</b>	<b>1,882</b>	<b>2,768</b>
<b>Projected need for rapid rehousing</b>	<b>512</b>	<b>1,519</b>	<b>2,031</b>

We estimate that Chicago needs 19,125 housing options over the course of a year in order to meet the current need of all individuals and families who experience homelessness. In order to project the number of housing options needed over the course of a year, we combined:

- » Chicago's Point in Time Count of unsheltered individuals and families;
- » An annualized, extrapolated count of the number of households served by Chicago's homeless assistance system; and
- » An estimation of the number of doubled up households that may become homeless based on Chicago Public Schools data and national estimates.

# GLOSSARY OF KEY TERMS

## APPENDIX B: GLOSSARY OF KEY TERMS

We used the findings of the Plan evaluation to estimate that 4,028 households (21%) stabilize on their own by either moving into private, unsubsidized housing or by living in a permanent, doubled up situation.<sup>19</sup> However, we know that many households move into unaffordable, unsustainable housing because no better option exists. It is our intention to continuously refine our methodology in order to estimate the amount of subsidized housing options needed by these households in the coming years.

We project that the balance, 3,515 households, will require subsidized, affordable housing targeted at households earning 15% or below of area median income. This level of targeting is based on the average income level for households leaving the homeless assistance system.

	Homeless Families	Doubled Up Families	Homeless Individuals	System Goal	% of Total
Goal for Permanent Supportive Housing Units	1,497	305	7,012	8,814	46%
Number of Units Needed to Reach Goal	859		1,113	1,972	
Goal for Rapid Rehousing Units	701	185	1,882	2,768	15%
Number of Units Needed to Reach Goal	512		1,519	2,031	
Balance on Their Own	1,464	295	2,269	4,028	21%
Balance that Need Affordable Housing	907	138	2,470	3,515	18%
Total Housing Options Needed	4,569	923	13,633	19,125	100%

### Data Key

AHAR	Annual Homeless Assessment Report, 10/1/10 – 9/30/11
Comp Plan	Substantial Amendment to Chicago's FY11 Consolidated Annual Action Plan, 5/15/12
HIC	Housing Inventory Chart, Updated 5/13/12
HMIS	Homeless Management Information System, 1/1/11 – 12/31/11
PIT	Point in Time Count: Unsheltered Count 1/25/11 and Sheltered Count 1/26/12

**Annual Homeless Assessment Report (AHAR):** Report to the U.S. Congress on the extent and nature of homelessness.

**Area Median Income (AMI):** Midpoint in the family-income range for a metropolitan statistical area. In 2012, the AMI in Chicago for a family of four is \$75,800 and 15% of AMI is \$11,370.

**Asset-Based Services:** An approach that values the capacity, skills, knowledge, connections, and potential in individuals and works to build upon people's assets in order to move toward self-sufficiency.

**Chronically Homeless:** Individual or family who has been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years, and usually has a disabling condition.

**Emergency Shelter:** Low-demand, site-based, short-term housing designed to remove individuals and families from the imminent danger of being on the street.

**Harm Reduction:** A range of policies and services designed to reduce the harmful consequences associated with drug use and other high-risk activities in order to maintain housing stability.

**HEARTH Act:** The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 reauthorized the McKinney-Vento Homeless Assistance Act which provides \$54 million to Chicago annually – the single largest source of funding for Chicago's homeless assistance system.

**Homeless Management Information System (HMIS):** Computerized data collection system designed to capture client-level information on characteristics and service needs.

**Homeless Prevention:** Short-term (0-3 months) and medium-term (4-18 months) financial assistance and stabilization services to prevent shelter entrance and promote housing retention.

**Housing First:** Rather than moving homeless individuals and families through different "levels" of housing until they are "housing ready," this strategy moves households immediately from the streets, emergency shelter, or interim housing into their own housing with wraparound services.

**Housing Inventory Chart (HIC):** Annually-updated collection of the number of housing units and beds dedicated to serve individuals and families experiencing homelessness.

**Interim Housing:** Short-term housing program that provides housing-focused services aimed at quickly re-housing persons who are homeless into appropriate permanent housing.

**Mainstream Resources:** Services made available to the general population including mental health services, substance use treatment, income supports, health care, education, job training, and child care.

**Permanent Housing with Short-Term Supports:** Short-term housing subsidy (up to two years) with wraparound supportive services. At the end of the subsidy, client can transition to assume the lease.

**Permanent Supportive Housing (PSH):** Long-term rental assistance with supportive services. Majority of programs serve people with disabilities, but requirements vary by subsidy source.

**Point in Time Count (PIT):** A HUD-required count during the last 10 days in January of all individuals and families in shelter and on the streets.

**Rapid Rehousing (RRH):** Short-term housing subsidy and strategic case management provided to person's who are homeless in order to reduce the length of time households spend homeless and increase the rate at which households are placed into permanent housing.

**Shelter Diversion:** At the point of shelter entry, providing temporary alternative housing options when appropriate in order to divert households away from homelessness.

**Systems Integration:** A strategy to identify barriers to resources and then develop, coordinate, and improve the availability, quality, and comprehensiveness of resources. The goal is to improve consumer outcomes through greater access to resources within and across multiple service systems.

**Trauma-Informed Care:** An approach to engaging people with histories of trauma that recognizes the presence of trauma symptoms and acknowledges the role that trauma has played in their lives.

<sup>19</sup> According to the evaluation of Chicago's Plan, 22% of emergency shelter households and 47% of interim housing households were living in market-rate, unsubsidized housing at the end of the evaluation. Here, we have applied those ratios to the number of households in emergency shelter and transitional housing to estimate how many households will make it out of the homeless assistance system on their own without a subsidy.

# Chicago Alliance

making homelessness history

To learn how you can help us Make Homelessness History, visit our website at [www.thechicagoalliance.org](http://www.thechicagoalliance.org)





**Patrick Wigmore**  
**CSH Staff Member Biography**

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Patrick Wigmore has extensive experience in performing needs assessments in communities and outcomes evaluations, and in assisting in implementing coordinated and/or centralized intake systems, with expertise in HUD technical assistance. As a Director on the Consulting and Training team at CSH, Mr. Wigmore manages CSH's HUD Technical Assistance awards, currently at \$6.5 million, overseeing work plans, product development, and a team of staff and subcontractors. His work has also included assisting communities in analyzing their Continuum of Care projects to meet performance goals; analyzing transitional housing projects for possible conversion; working with communities to structure their planning bodies for the most efficient governance and structure; and on numerous systems change and community input projects in diverse communities. Before moving to Consulting and Training, he was a Senior Program Manager on the Project Development and Finance team, overseeing CSH's loan closings, transactions, and housing unit creation counting. Prior to joining CSH, Mr. Wigmore was the Director of Projects at the Chicago Alliance to End Homelessness, where, among other duties, he managed the City of Chicago's homeless assistance grant from HUD's Office of Community Planning and Development. Patrick holds a Bachelors of Arts degree from Loyola University of Chicago.

## Appendix A - Community Examples

### Chicago, IL - <http://www.thechicagoalliance.org/>

- **Primary Decision Making Group:** Called the Chicago Planning Council on Homelessness, the non-legal entity is the lead decision making group for the Chicago CoC. Government, providers, private funders, consumers, the lead agency CEO, and others have dedicated voting seats.
- **Lead Agency:** The Chicago Alliance to End Homelessness, a legal entity, is the entity identified via a MOU as the lead agency. It operates the HMIS, conducts required policy support, submits the annual application, evaluates program performance, and assists the PDMG and its task groups with requested assistance.
- **Network and Task Groups:** The Planning Council has two main committees that assist it in managing the continuum of care: the HUD McKinney Vento committee and a HMIS committee. Both committees receive direction from the Planning Council on needed planning recommendations.

### Columbus, OH - <http://www.csb.org/>

- **Primary Decision Making Group:** Called the CoC Steering Committee, members include consumers (4), local government (4), providers (6), health care (3), housing (3), veterans (2), philanthropy (2), legal services (1), homeless services planning (1) and K-12 education (1).
- **Lead Agency:** The Community Shelter Board is the lead agency for the CoC. They have a staff of approximately 20 FTE's dedicated to administration of funding, oversight, and data collection and evaluation.
- **Network and Task Groups:** groups cover topics including single adult emergency shelter, single adult emergency crisis systems, crisis and housing services for families, HMIS, and supportive housing.

### Houston, TX - <http://www.homelesshouston.org/>

- **Primary Decision Making Group:** Called the CoC Steering Committee, this non-profit, 501c3 group is the lead decision making group for the Houston / Harris County CoC. It has heavy representation from jurisdictional leaders, with dedicated seats also given to providers, consumers, business, faith based group, and the ED of the lead agency.
- **Lead Agency:** the Houston/Harris County Coalition for the Homeless (a 501c3) acts as the lead agency for the CoC. Through an annual MOU with the CoC Steering Committee the roles and responsibilities of the Coalition are clearly outlined and work plans and staffing patterns are developed accordantly.
- **Network and Task Groups:** In the CoC's charter the following groups are identified: Homeless Services Coordinating Council, Consumer Advisory Council, Provider Affinity Groups, Population Specific Work Groups, and Task Specific Work Groups

### Minneapolis/Hennepin County, MN - <http://headinghomeminnesota.org/hennepin/>

- **Primary Decision Making Group:** In the CoC is called the Executive Committee, which includes political and administrative leadership of the City and the County, as well as other stakeholders and private sector leaders. The role of the Executive Committee is to provide overall policy direction and oversight for implementing the goals of the HHH 10-Year plan and the CoC.

- Lead Agency: the Heading Home Hennepin Initiative to End Homelessness (HHH Initiative) is the acting lead agency for the Continuum of Care. This joint initiative of the City of Minneapolis and Hennepin County are responsible implementing the Heading Home Hennepin 10-Year Plan to End Homelessness.
- Network and Task Groups: Currently the active committees in the CoC are: the Housing Committee (also known as the CoC Committee), Prevention and Homeless Assistance Committee, Emergency Shelters Committee, Family Service Planning Committee, Service Delivery/ Opportunity Centers Planning Committee.

Seattle / King County, WA - <http://www.cchkc.org/>

- Primary Decision Making Group: The Committee to End Homelessness (CEH) Governing Board is the Primary Decision Making Group in the community. Membership of the Governing Board (GB) consists of top community leaders who provide high level guidance/oversight and make key policy/strategic decisions needed to meet our TYP goals. The group includes the County executive and Seattle mayor, as well as elected officials from other jurisdictions, the local Coalition for the Homeless, business leaders, the sheriff, faith-community representation, foundations, etc.
  - The day to day responsibility for implementation of the Ten Year Plan is delegated to Funders Group (FG) in consultation with the Interagency Council (IAC). The FG reports directly to the GB who is regularly consulted between meetings on important/emerging issues and receives full briefings and decision items at the formal quarterly meetings. Members of the funders group consist of high-level decision makers who coordinate resources; refine decision factors for all funded projects (not just McKinney).
  - CEH Interagency Council: Membership consists of decision-makers and key stakeholders, and includes representation from the Funders Group and Consumer Advisory Council, as well as multiple jurisdictions, non-profit housing and service providers, consumers, business, etc. The IAC provides input, gives feedback to Funders Group decisions on work plan strategies, sets goals, monitors benchmarks, and promotes cross system collaboration and integration.
- Lead Agency: King County Committee to End Homelessness – currently supports 2 staff under the County, but in a separate division from other County agencies.
- Network and Task Groups:
  - Consumer Advisory council – made up of people currently experiencing homelessness and others who are formerly homeless
  - Population specific advisory bodies – for single adults, families, and young adults.
  - Public relations – promotes and educates the community on ending homelessness
  - South King County Forum on Homelessness and Eastside Homelessness Advisory Committee - Geographic representation throughout the County.
  - McKinney Steering Committee: A group of informed / experienced non-profit and government agency staff provide feedback and direction to McKinney staff specifically regarding the use of McKinney funds. This group is of long standing and pre-dates the ten year plan and associated decision-making groups. Functionally, this group provides the most direct McKinney specific support.

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Wednesday, November 06, 2013 5:10 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thafl.com; Jim Shimberg; Joe Clark; John McKibbon; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; Cassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Nov. 11 Board Meeting Materials  
**Attachments:** Nov 11 2013 Board meeting agenda.docx; Mindy Murphy.docx; Mary Lynn Ulrey Brief Biography.docx; JRyansBio doc.docx; Bylaws -2013.docx; Banking resolution.pdf; Proposed 2013 2014 Budget dated 11 06 2013.pdf; Policy Manual cover memo.docx; Policies- THHI.pdf; Tampa Certificate of Compliance.pdf; Meeting Dates.docx; Memo on NOFA 11 06 2013.docx; 2013 Annual Performance Review 11 06 2013.pdf; Name and Logo.pdf; Transitional Board Members-Contact information.docx

Dear Board members and nominees,

Attached are all of the materials for your first meeting Monday, November 11<sup>th</sup>, from 11 to 12. The meeting will be followed by the Board retreat from 12 to 5. There will be hard copies available at the meeting. Please familiarize yourselves with these materials in advance so the meeting can move quickly.

Kassandra will provide instructions on which room at the Forum we will be in and for parking. I will be out of town until the day of the meeting, but you can contact me by email or cell phone at (305) 788-7343. Please call Kassandra if she can be of assistance. Her direct line is 813-280-8741. Lunch will be provided.

I look forward to seeing you Monday.

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

# **BOARD MEETING**

## **AGENDA**

November 11, 2013

11:00 a.m. TO 12:00 Noon

### **ACTION ITEMS**

- I. APPOINTMENT OF NEW BOARD MEMBERS (Bios Attached)
  - A. Provider Representatives – Mindy Murphy, The Spring  
Mary Lynn Ulrey, DACCO
  - B. Jerome Ryan, Tampa Housing Authority, Nominated by Mike Merrill
- II. ELECTION OF OFFICERS – President, Vice-President, Secretary and Treasurer (Bylaws attached)
- III. BANKING RESOLUTION (attached)
- IV. PUBLIC INFORMATION POLICY
- V. BUDGET FOR OCTOBER 1, 2013 TO SEPTEMBER 30, 2014 (Attached)
- VI. ORGANIZATIONAL POLICIES AND PROCEDURES (Attached with Memo)
- VII. CERTIFICATE OF COMPLIANCE – CITY OF TAMPA (Attached)
- VIII. REGULAR MEETING DATE (Attached)

### **DISCUSSION ITEMS**

- IX. HUD FUNDING CYCLE – PROCESS FOR SELECTION AND PRIORITIZATION (Attached)
- X. NAME, LOGO, AND WEBSITE LAUNCH (Attached)

**LEAD AGENCY FUNCTIONS**

Revenue	OCT 2013	NOV 2013	DEC 2013	JAN 2014	FEB 2014	MAR 2014	APR 2014	MAY 2014	JUN 2014	JUL 2014	AUG 2014	SEPT 2014	12 Month Total
HUD-HMIS Grant	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,643	278,843
DCF Coalition Assistance	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	85,716
VA Count	12,500	12,500	12,500	12,500	12,500	12,500							50,000
City of Tampa Support	13,750	13,750	13,750	13,750	13,750	13,750			13,750			13,750	55,000
Hillsborough County Support	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	225,000
Hillsborough County ESG-HMIS through 4/30/2014			25,000	25,000	25,000	25,000	25,000						100,000
Hillsborough County ESG-HMIS through 9/30/2014													40,000
Children's Board			50,000										50,000
<b>TOTAL LEAD AGENCY INCOME</b>	<b>49,093</b>	<b>49,093</b>	<b>125,343</b>	<b>86,593</b>	<b>86,593</b>	<b>100,343</b>	<b>74,093</b>	<b>59,093</b>	<b>72,843</b>	<b>59,093</b>	<b>59,093</b>	<b>63,286</b>	<b>884,559</b>

Expenses	9/30/2013 COLA
CEO	90% 100,000 1.50%
Finance and HR Manager	50%/70% 67,700 2.00%
CoC Coordinator	100% 75,000 0.00%
Communication & Sp. Events	50% 48,030 2.00%
HMIS Manager	100% 55,760 2.00%
HMIS Trainer/Help Desk	100% 40,000 0.83%
HMIS Quality Assurance Specialist (New Hire)	100% 30,000 0.00%
Subtotal of Personnel Salaries	
Taxes and Benefits	32%
Performance Bonuses	4%
Total Salaries & Related	
Indirect Expense Allocation	
Hourly help/consultants/interns	
VA/Count Expenses (60% of grant)	
VA/Count Expenses (\$20,000 of Program Manager salary)	

HMIS Direct Expenses	29,382	29,382	29,382	29,382	30,533	30,533	30,533	30,533	30,533	30,533	30,533	30,533	361,792
HMIS Software Licenses funded by Children's Board	9,402	9,402	9,402	9,771	9,771	9,771	9,771	9,771	9,771	9,771	9,771	9,771	115,773
HMIS Software and Hardware funded by County ESG-HMIS ending 4/30/2013	1,175	1,175	1,175	1,175	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	14,468
HMIS Software funded by County ESG-HMIS ending 9/30/2013	39,959	39,959	39,959	41,525	41,525	41,525	41,525	41,525	41,525	41,525	41,525	41,525	492,033
Computer Network Maintenance and Connectivity	5.9	5.9	5.9	5.9	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	61
Equipment lease and maintenance	6,981	4,119	4,677	4,703	4,610	4,906	5,921	5,220	4,549	4,976	6,165	4,244	61,071
Bowman Software in excess of CBHC and ESG	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	14,284
Telephone & communications	7,500	7,500	7,500	7,500	7,500	7,500							30,000
HMIS Services	5,000	5,000	5,000	5,000	5,000	5,000							20,000
Subtotal	50,000	50,000	15,000	15,000	15,000	15,000	15,000	10,000	10,000	10,000	10,000	10,000	50,000
HMIS Software Licenses funded by Children's Board													60,000
HMIS Software and Hardware funded by County ESG-HMIS ending 4/30/2013													40,000
HMIS Software funded by County ESG-HMIS ending 9/30/2013													
Computer Network Maintenance and Connectivity													
Equipment lease and maintenance													
Bowman Software in excess of CBHC and ESG													
Telephone & communications													
HMIS Services													
Subtotal													
<b>TOTAL LEAD AGENCY EXPENSES</b>	<b>5,953</b>	<b>5,953</b>	<b>5,953</b>	<b>5,953</b>	<b>5,953</b>	<b>5,953</b>	<b>5,953</b>	<b>5,953</b>	<b>5,954</b>	<b>5,954</b>	<b>5,954</b>	<b>5,954</b>	<b>71,440</b>
<b>LEAD AGENCY INCOME LESS EXPENSES</b>	<b>54,084</b>	<b>51,222</b>	<b>114,280</b>	<b>79,306</b>	<b>80,778</b>	<b>81,074</b>	<b>69,589</b>	<b>63,888</b>	<b>63,218</b>	<b>63,645</b>	<b>64,834</b>	<b>52,913</b>	<b>838,828</b>
	<b>-4,991</b>	<b>-2,129</b>	<b>11,063</b>	<b>7,287</b>	<b>5,815</b>	<b>19,269</b>	<b>4,504</b>	<b>-4,795</b>	<b>9,625</b>	<b>-4,552</b>	<b>-5,741</b>	<b>10,373</b>	<b>45,731</b>



INDIRECT EXPENSES

	<u>Oct. 2013</u>	<u>Nov. 2013</u>	<u>Dec. 2013</u>	<u>Jan. 2014</u>	<u>Feb. 2014</u>	<u>Mar. 2014</u>	<u>Apr. 2014</u>	<u>May 2014</u>	<u>June 2014</u>	<u>July 2014</u>	<u>Aug. 2014</u>	<u>Sept. 2014</u>	<u>12 month total</u>
Office Manager	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	41,340
Office Manager Fringe and Benefits (32%)	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	13,224
Performance Bonus	138	138	138	138	138	138	138	138	138	138	138	138	1,656
Liability, property, crime, professional D&O	2,600	0	0	0	0	0	2,300	350	0	0	3,000	0	8,250
Audit and Accounting Fees	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Meeting expenses	2,300	200	200	200	200	200	200	200	200	200	200	200	4,500
Travel, conference and dues expenses	25	25	25	25	25	25	325	775	25	1,075	175	25	2,550
Non-Grant Program Services	300	300	300	300	300	300	300	300	300	300	300	300	5,600
Bank Service Charges	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Continuum of Care - Public Notices	0	0	300	200	100	300	0	0	0	0	0	0	900
State of Florida Corporate business expenses	0	0	0	125	140	0	0	0	0	0	0	0	265
Equipment lease & maintenance	22	22	542	22	22	542	22	22	22	22	22	22	1,304
Office Supplies & outside printing	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Postage, Shipping, Delivery	100	100	100	100	100	75	75	75	75	75	75	75	1,000
Television connectivity	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Office expenses	450	300	300	450	300	565	450	300	300	450	300	300	4,465
<b>Total Indirect Expenses</b>	<b>11,832</b>	<b>6,982</b>	<b>7,927</b>	<b>7,972</b>	<b>7,557</b>	<b>8,042</b>	<b>9,707</b>	<b>8,557</b>	<b>7,457</b>	<b>8,157</b>	<b>10,107</b>	<b>6,957</b>	<b>101,254</b>



Biography  
Jerome D. Ryans

BOARD OF  
COMMISSIONERS

Hazel S. Harvey, Chair

Robert Shimberg, Vice Chair

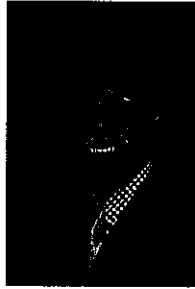
M.G. "Manny" Alvarez, Jr.

James A. Cloar

Billi Johnson-Griffin

Rubin E. Padgett

Ben Wacksman



Bringing more than 27 years of experience in the Housing industry, Jerome Ryans became the Executive Director of the Tampa Housing Authority in 1998. In 2005 his title was changed to President/CEO. He has since made tremendous strides in terms of property improvements, community revitalization, resident initiatives, community participation, as well as the development of competent, experienced staff members. Full responsibility for the day to day operation of the Tampa Housing Authority and administration of all policies, programs and procedures; including assurance that compliance with all Housing and Urban Development guidelines are met, formulates Jerome's job duties.

Jerome D. Ryans  
President/CEO

Jerome was named a NAHRO (National Association of Housing and Redevelopment Officials) Fellow in 2008; this designation was awarded to those Directors that have been overachievers in their field and their dedication to community and the industry. During 2006-2008, Jerome served as the President of FAHRO (Florida Association of Housing and Redevelopment Officials). A very active member of the community, Jerome received the highest honor from the Boys and Girls Clubs of America; he was awarded the Whitney M. Young award for his participation.

Under his leadership, the Tampa Housing Authority has received approximately 35 Awards from HUD, FAHRO, NAHRO, SERC and local community organizations.

*Jerome served as Executive Director of the Memphis Housing Authority at two different times, providing expert guidance that helped to remove the Memphis Housing Authority from the troubled list while managing an \$18.7 million dollar budget. He also served as the Executive Director of the Birmingham District where managed a \$17 million dollar budget and was successful in removing them from the troubled list, as well.*

He received his B.A. in Sociology from Knoxville College and a Masters in Social Work from the University of Tennessee, School of Social Work, both located in Knoxville, Tennessee. He is a graduate of Leadership Birmingham, a former Omega Psi Phi Citizen of the Year and an active member of the Omega Psi Phi Fraternity. In Tennessee, Jerome has served on the Boards of the American Cancer Society, United Way, Memphis Rotary Club, Boy Scouts of America, Red Cross, National Conference of Christians and Jews, In Tampa, he serves or has served as a member of the Kiwanis Clubs, Tampa General Hospital Authority, Rotary Club, Former Board member Workforce Development Board, Boys and Girls Clubs and the Tampa Human Rights Council.

Married to Patricia, Jerome is the father of two sons, Rodney and Jerry and proud grandfather of three. He and his family attend Beulah Baptist Church where he serves as a Deacon and Youth Basketball coach.

5301 West Cypress St.  
Tampa, Florida 33607

P. O. Box 4766  
Tampa, Florida 33677

OFFICE: (813) 341-9101

[www.thafl.com](http://www.thafl.com)

## Mindy Murphy

"A 1990 graduate of the University of Virginia, Mindy Murphy is the President/CEO of The Spring of Tampa Bay, Hillsborough County's certified domestic violence center. She serves in a voluntary capacity as chair of the Board of Directors for NextGen Alliance; as a Commissioner on Hillsborough County's Commission on the Status of Women; as a member of the Advisory Board for The Harrell Center at the USF College of Public Health; as a member of the Hillsborough County Community Violence Prevention Collaborative; as a member of the HCC/Ybor City Campus President's Advisory Council and as a regional steering committee member for the statewide Children's Movement of Florida.

Since moving to Tampa in 1990, she has served on the Boards of Directors of Helping Hand Day Nursery, the Child Abuse Council, Cornerstone Kids, The Learning Centers, Friends of Tampa Day School, Trinity School for Children and Hillsborough Kids. She is a past president of the Junior League of Tampa and has served as a youth minister at St. John's Episcopal; as president of the PTA at her son's school; as a chair of Karamu for Lowry Park Zoo; as vice chair of the Magnolia Ball for the Moffitt Cancer Center; and as an Elder at First Presbyterian Church. Nationally, she continues to remain involved with her alma mater. She was a founding member of UVA's Young Alumni Council and also served locally as president of the UVA Alumni Club of Tampa Bay. She has co-chaired four Reunions for the class of 1990, either as reunion chair or as reunion giving chair.

In her professional life, Ms. Murphy was previously employed as the Director of Development for the Child Abuse Council, now known as Champions for Children. During her tenure at the Council, she was instrumental in securing funding for both Baby Bungalow and Kids on the Block. Born in Germany, she lived in Kansas City for five years and in Cincinnati for 15 years before settling in Tampa in 1990. She is the proud parent of a teenage son."

### **Mindy Murphy**

**President & CEO**

### **The Spring of Tampa Bay, Inc.**

P O Box 5147

Tampa FL 33675

(813) 247-5433 Ext 312

(813) 247-2930 Fax

(813) 340-2432 Cell

[mmurphy@thespring.org](mailto:mmurphy@thespring.org)

[www.thespring.org](http://www.thespring.org)

**The Spring is the Certified Domestic Violence Center Serving Residents of Hillsborough County.**

## Mary Lynn Edwards Ulrey

### Biography

Since 2002, Mary Lynn Edwards Ulrey, a Tampa native, has served as Chief Executive Officer of the Drug Abuse Comprehensive Coordinating Office, Inc. (DACCO), the largest substance abuse provider in Hillsborough County (\$17 million in revenue, 260 employees), holding that position for more than eleven years. She also serves as an Executive Committee Member of Central Florida Behavioral Health Network, the behavioral health managing entity for the Suncoast Region of DCF with a budget of over \$180 million covering nineteen counties. In addition, she is the past chair the Hillsborough Regional Council of eighteen mental health and substance abuse providers, the safety network of care.

DACCO has 32 licensed programs, all nationally accredited by CARF, treating 5500 children and adults annually in evidenced based programs across the country. Relying on our quality outcomes in outpatient and residential settings, DACCO enjoys a supportive relationship with Hillsborough County, United Way Suncoast, Department of Children and Families, Department of Corrections, Children's Board of Hillsborough County, School District of Hillsborough County and the Health Department, among others.

DACCO has been the major substance abuse provider for non-violent felony offenders in Hillsborough County for over 25 years. Additionally, the Florida Department of Corrections funded a pilot project of "Prison Diversion" three years ago. DACCO has been the lead agency for 4 providers in Hillsborough County involved in providing Drug Court Expansion services to felony offenders provided through Federal Stimulus Funding.

Mary Lynn has served on the Florida Alcohol and Substance Abuse Association's Executive Committee for twelve years and was recently elected an officer. Her mission remains a 'drug-free community' and as a psychiatric Advanced Registered Nurse Practitioner, she is passionate about improving the behavioral health of Hillsborough County through access to the quality services that are provided.

Under her direction, DACCO has developed four Centers of Excellence, which are:

- Medication Assisted Treatment (specific interventions for pregnant women)
- Women's Services Continuum
- Residential Substance Abuse Services
- Prevention

DACCO has received awards in all four areas. The "Comprehensive Coordinated Care" for pregnant women in MAT has been nationally recognized.

On a personal note, Mary Lynn is 13-years married to Stephen, has two grown sons, William and Mark Stainton, and sings in her church choir.

AMENDED AND RESTATED BYLAWS

OF

HILLSBOROUGH HOME, INC., f/k/a

HOMELESS COALITION

OF HILLSBOROUGH

COUNTY, INC.

\_\_\_\_\_, 2013

Index

ARTICLE ONE. PURPOSE AND POWERS ..... 1

    Section One. Statement of Purpose ..... 1

    Section Two. Powers ..... 1

ARTICLE TWO. OFFICES..... 2

ARTICLE THREE. MEMBERSHIP..... 2

ARTICLE FOUR. DIRECTORS..... 2

    Section One. Number..... 2

    Section Two. Qualifications of Directors ..... 2

    Section Three. Appointment of Directors ..... 2

    Section Four. Term of Office..... 3

    Section Five. Powers..... 3

    Section Six. Replacement of Directors. .... 3

    Section Seven. Compensation..... 3

    Section Eight. Meetings..... 3

    Section Nine. Action Without Meeting ..... 4

    Section Ten. Liability of Directors ..... 5

    Section Eleven. Resignations and Removal ..... 5

    Section Twelve. Rules ..... 5

ARTICLE FIVE. OFFICERS ..... 5

    Section One. Designation of Officers..... 5

    Section Two. Election and Term of Office ..... 5

    Section Three. Removal..... 5

    Section Four. Vacancies..... 5

Section Five. President.....	6
Section Six. Vice President.....	6
Section Seven. Treasurer .....	6
Section Eight. Secretary.....	6
Section Nine. Compensation.....	7
<b>ARTICLE SIX. STANDARD OF CARE; SELF-DEALING TRANSACTIONS AND AUTHORITY TO MAKE PUBLIC STATEMENTS.....</b>	<b>7</b>
Section One. General .....	7
Section Two. Loans .....	8
Section Three. Self-Dealing Transactions .....	8
Section Four. Approval.....	8
Section Five. Mutual Directors or Employees of Other Nonprofit Organizations.....	8
Section Six. Authority to Make Public Statements.....	8
<b>ARTICLE SEVEN. COMMITTEES.....</b>	<b>9</b>
Section One. Committees of the Board of Directors .....	9
Section Two. Committees of the Corporation .....	10
Section Three. Other Committees .....	10
<b>ARTICLE EIGHT. CHIEF EXECUTIVE OFFICER.....</b>	<b>10</b>
<b>ARTICLE NINE. CONTRACTS, CHECKS, DEPOSITS, AND FUNDS .....</b>	<b>10</b>
Section One. Contracts.....	10
Section Two. Deposits .....	11
Section Three. Checks, Drafts, Orders for Payment .....	11
<b>ARTICLE TEN. MISCELLANEOUS.....</b>	<b>11</b>
Section One. Books and Records .....	11
Section Two. Seal .....	11

Section Three. Waiver of Notice ..... 11  
ARTICLE ELEVEN. AMENDMENTS ..... 11

**AMENDED AND RESTATED BYLAWS of  
HILLSBOROUGH HOME, INC., f/k/a HOMELESS COALITION of  
HILLSBOROUGH COUNTY, INC.**

*A Florida Not-for-Profit Corporation*

\_\_\_\_\_, 2013

These are the Amended and Restated Bylaws (herein called the Bylaws) of HILLSBOROUGH HOME, INC., f/k/a HOMELESS COALITION OF HILLSBOROUGH COUNTY, INC. (herein called the "Corporation"). These Bylaws replace in their entirety the Bylaws previously adopted by the Corporation in 2001, as amended and restated on November 20, 2009. These Bylaws shall govern the affairs of the Corporation beginning on the date of their adoption which is set forth in the Secretary's certificate at the end of this document.

**ARTICLE ONE. PURPOSE AND POWERS**

Section One. Statement of Purpose. The general purpose of the Corporation is to bring together various entities, agencies, service organizations, and individuals to establish and maintain a concentrated effort to break the cycle of homelessness in Hillsborough County, Florida. This effort seeks to ensure the existence of a continuum of holistic and necessary support services that assist the homeless in becoming as self-sufficient as possible and includes, without limitation, the following:

- (a) directing resources for preventing at-risk families and individuals from becoming homeless, and associated services;
- (b) improving links between homeless service providers and mainstream services providing health care, mental health care, substance abuse treatment and other emergency, preventative and care services;
- (c) developing strategies to ensure there are stable and significant job alternatives and opportunities with associated job training available;
- (d) developing new approaches for providing temporary shelter opportunities for men, women, and children that include linkages to needed services;
- (e) planning for the development of transitional and permanent housing with supportive services.

Section Two. Powers. The Corporation shall hold and may exercise all such powers as may be conferred upon a nonprofit corporation by the laws of the State of Florida and as may be necessary or expedient for the administration of the affairs and attainment of the purposes of the corporation, provided, however, that in no event shall the Corporation engage in activities which are not permitted to be carried on by a corporation exempt under Section 501(c)(3) of the Internal Revenue Code.



## ARTICLE TWO. OFFICES

The initial principal office of the Corporation shall be located in Hillsborough County, Florida. The Board of Directors may at any time, or from time to time, change the location of the principal office. The Board of Directors may at any time establish branch offices at any place within Hillsborough County, Florida.

## ARTICLE THREE. MEMBERSHIP

Beginning upon the adoption of these Bylaws, the Corporation shall have no members and shall be managed and controlled by the Board of Directors.

## ARTICLE FOUR. DIRECTORS

Section One. Number. The authorized number of Directors of this Corporation shall be no more than nineteen (19) and shall at no time be less than seven (7). Within said limitations, the number of Directors may be established, increased or decreased from time to time, or the limitations changed, by action of the Nominating Committee, vote of the Board of Directors or by action on the part of the Board of Directors in duly amending the Bylaws, as the case may be.

Section Two. Qualifications of Directors. Directors must be natural persons who are 18 years of age or older. Two Directors shall be current Homeless Service Providers in Hillsborough County. Once elected, no one other than the individual elected may serve in the capacity of Director, and no substitutions, delegates or designees shall be permitted during the term of office of that Director (except when there is a vacancy and that Director's seat is filled as provided in Section Six below).

Those individuals who have been elected by the Board of Directors to serve as President, Vice-President, Secretary and Treasurer of the Corporation, together with the most recently serving past President of the Corporation shall all automatically become appointed as members of the Board of Directors. Prospective Directors needed to fill any remaining Director positions shall be selected and submitted by the Nominating Committee or as nominated by members of the Board of Directors at a regular or special meeting of the Board of Directors.

Section Three. Appointment of Directors. The City of Tampa and Hillsborough County shall each have the option to appoint one person from their staff to serve as a Director. The appointee must be vetted by the Nominating Committee and approved by the Board of Directors. The appointment must be made in writing to the Board of Directors. Appointed directors shall be counted towards the authorized number of Directors specified in section one.

Each appointment shall be for a term of two (2) years and the appointee is not subject to the term limits outlined in section three so long as they are re-appointed every two (2) years by their respective entity.

Section Four. Term of Office. The term of office of each Director shall be two (2) years, except for the immediate past President who may remain on the Board of Directors for one additional year after his/her term as President expires. No one individual (except for those appointed in accordance with Section Three) may serve more than three (3) consecutive terms as Director or Officer. Once a Director or Officer has served for three (3) consecutive terms (in any combination), he or she may again be eligible for election as Director after expiration of one (1) full term of directorship. Notwithstanding the term limit set forth in this Section Three, the most recently serving past President of the Corporation may serve a seventh year in the capacity of immediate past President even if he or she has served on the Board of Directors for three (3) consecutive complete two-year terms, first as a Director at Large and then as President.

Section Five. Powers. Except as otherwise provided in the Bylaws, the powers of this Corporation shall be exercised, its properties controlled, and its affairs conducted by the Board of Directors, which may, however, delegate the performance for any duties or the exercise of any powers to such officers and agents, or committee(s), as the Board may from time to time, by resolution, designate.

Section Six. Replacement of Directors.

(a) Whenever a vacancy exists on the Board of Directors, whether by death, resignation, or otherwise, the vacancy shall be filled by appointment by a majority of the remaining Directors at a regular or special meeting of the Board. Any person appointed or elected to fill the vacancy of a Director shall have the same qualifications as were required of the Director whose office was vacated.

(b) Any person appointed or elected to fill a vacancy in the Board of Directors shall hold office for the unexpired term of his or her predecessor in office, subject to the power of removal stated in these Bylaws. These partial terms shall not be counted toward the term limits described in Section Four.

Section Seven. Compensation. Directors may not receive any compensation for their services as such, but may receive reasonable reimbursement of expenses incurred in the performance of their duties.

Section Eight. Meetings.

(a) Meetings shall be held at such place or places as the Board of Directors may from time to time by resolution designate; or, in the absence of such designation, at the principal office of the Corporation.

(b) An annual meeting of the Board of Directors shall be held in November of each year at such time, day, and place as the Board of Directors may designate from time to time by resolution or by duly submitted notice of meeting given in accordance with these Bylaws. Appropriate for consideration at such meetings shall be the election of Officers and Directors, amending of Bylaws, approving mergers or dissolution of the Corporation, and such other business as may come before the meeting and which is of a

nature or subject matter which these Bylaws expressly designate as matters or business to be considered and acted upon by the Board of Directors. If the day fixed for the annual meeting shall be a legal holiday in the State of Florida, such meeting shall be held on the next business day. If the election of Officers or Directors shall not be held on the day designated for an annual meeting, the Board of Directors shall cause the election to be held at a special meeting of the Board of Directors conducted as soon as may be convenient. All other regular meetings shall be held at such time and place as shall be fixed by the Board of Directors from time to time or as called by the President of the Corporation, it being anticipated that regular meetings of the Board, including the annual meeting, be held at least four (4) times per calendar year. Special meetings of the Board of Directors may be called by or at the direction of the President, or by any two (2) of the Directors then in office.

(c) No notice shall be required for regular meetings of the Board of Directors for which the time and place have been fixed. Notice of special meetings or regular meetings requiring notice shall be delivered to each Director by mail, e-mail or facsimile transmission at the address or facsimile number last recorded on the books of the Corporation, not less than two (2) days (if by mail, to be deposited no less than five (5) days prior to the date of meeting) nor more than thirty (30) days before the date of the meeting. Written notices sent by electronic transmission shall be effective when sent by facsimile or electronic mail to the number or address at which the Director has consented to receive notice, when posted on an electronic network the Director has consented to consult, or by any other form of electronic transmission to which the Director has consented. The Director may revoke the permission to receive notice by electronic transmission by written notice to the Corporation's Secretary or Chief Executive Officer. Consent shall also be deemed revoked if the Corporation is unable to successfully deliver two consecutive electronic transmission notices. The requirements for furnishing notice of a meeting may be waived by any Director who signs a waiver of notice before or after the meeting or who attends the meeting without protesting the lack of notice.

(d) A majority of the Board of Directors then in office shall constitute a quorum for the transaction of business at any meeting for the Board. However, if less than a majority of the Directors are present at any meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

(e) Except as may otherwise be provided in these Bylaws, the act of a majority of Directors present at any meeting at which a quorum is present shall be the act of the Board of Directors.

(f) Telephone participation shall be valid participation for purposes of determining both quorum and Board action.

Section Nine. Action Without Meeting. No meeting need be held by the Board to take any action required or permitted to be taken by these Bylaws, provided all members of the Board shall individually or collectively consent in writing to such action, and such written

consent or consents is filed with the minutes of the proceedings of the Board. Action by written consent shall have the same force and effect as action by unanimous vote of the Directors. Any certificate or other document filed which relates to action so taken shall state that the action was taken by unanimous written consent of the Board of Directors without a meeting, and that the Bylaws authorize the Directors to so act. Such a statement shall be prima facie evidence of such authority.

Section Ten. Liability of Directors. The Directors of this Corporation shall not be personally liable for its debts, liabilities, or other obligations.

Section Eleven. Resignations and Removal. Any member of the Board may resign from the Board at any time by giving written notice to the President, and, unless otherwise specified therein, shall be effective upon delivery and the acceptance of such resignation shall not be necessary to make it effective. A vote constituting two-thirds (2/3) of a quorum of the Board of Directors may remove any Director for cause. Any member of the Board of Directors who is absent without prior notice from three (3) meetings in any calendar year shall be removed as a member of the Board of Directors. Any Director serving as one of the Officers of the Corporation shall be removed as a Director if he or she has been removed as an Officer.

Section Twelve. Rules. The Board of Directors may adopt such rules and regulations for its meetings and the conduct and procedures of its activities as are not inconsistent with these Bylaws and provided further that regular minutes of all proceedings shall be kept.

## ARTICLE FIVE. OFFICERS

Section One. Designation of Officers. The Officers of the Corporation shall be a President, a Vice-President (as shall be determined by the Board of Directors), a Secretary, and a Treasurer.

Section Two. Election and Term of Office. The Officers of this Corporation shall be elected every two (2) years by the Board of Directors at the annual meeting of the Board of Directors. The names of prospective Officers shall be selected and submitted at such annual meeting by the Nominating Committee and as nominated by members of the Board of Directors at the annual meeting. If the election of Officers shall not be held at such meeting, such election shall be held as soon as may be convenient. Each Officer shall hold office for a two (2) year term and until his or her successor shall have been duly elected and shall have been qualified. These two-year terms shall be counted toward the term limits described in Article Seven, Section Three because the Officer is simultaneously a member of the Board of Directors.

Section Three. Removal. Any Officer may be removed by the Board of Directors whenever in its judgment the interest of the Corporation would be best served.

Section Four. Vacancies. A vacancy in any office, whether due to death, resignation, removal, disqualification, or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

Section Five. President. The President:

- (a) Shall preside at all meetings of the Board of Directors and of the Executive Committee;
- (b) May sign any deeds, mortgages, notes, bonds, contracts, checks or other instruments the execution of which has been authorized by the Board of Directors, except in cases where the signing and execution of such instruments has been expressly delegated by the Board of Directors, or by these Bylaws, to some other officer or agent of the Corporation; and
- (c) Shall perform all other duties generally incident to the office of President and such other duties as may be prescribed by the Board of Directors.

Section Six. Vice President. In the absence of the President or in the event of the President's inability or refusal to act, the Vice President shall perform the duties of the President, and when so acting shall have all the power of and be subject to all the restrictions upon the President. Any Vice President shall perform such additional duties as may from time to time be assigned to him or her by the President or by the Board of Directors.

Section Seven. Treasurer. The Treasurer shall:

- (a) Have charge and custody of, and be responsible for, all funds and securities of the Corporation;
- (b) Receive and give receipts for moneys due and payable to the Corporation from any source and deposit all such moneys in the name of the Corporation in such banks, trust companies, or other depositories as shall be selected by the Board of Directors;
- (c) Oversee and preside at meetings of any financial committee of the Corporation, and be responsible for preparation of all financial statements, reports and related documents as may be required of the Corporation; and
- (d) Perform all duties generally incident to the office of Treasurer and such other duties as may from time to time be assigned to the Treasurer by the President or by the Board of Directors.

Section Eight. Secretary. The Secretary shall:

- (a) Keep the minutes of meetings of members, of the Board of Directors, and of all Committees in one or more books provided for that purpose, and shall certify the existence of a quorum at each such meeting;
- (b) See that all notices are duly given in accordance with these Bylaws or as required by law;
- (c) Be custodian of the corporate records and of any seal of the Corporation;

- (d) Keep a record book containing the names and addresses of all past members, all Officers and Directors of the Corporation, and of all committee members and committee chairpersons.
- (e) Exhibit to any Officer, Director or committee chairperson of the Corporation, or to a Director's, Officer's or chairperson's agent, or to any person or agency authorized by law to inspect them, at all reasonable times and on demand, these Bylaws, the record books, the minutes of any meeting, and the other records of the Corporation;
- (f) Authenticate records of the Corporation;
- (g) When required, countersign all authorized bonds, contracts, deeds, mortgages, leases, or other legal instruments; and
- (h) Perform all other duties generally incident to the office of Secretary and such other duties as may from time to time be assigned to the Secretary by the President or by the Board of Directors.

Section Nine. Compensation. Officers, as such, shall not receive any stated salaries for their services, but a reasonable amount may be allowed as reimbursement of expenses incurred in attending to their authorized duties.

#### ARTICLE SIX. STANDARD OF CARE; SELF-DEALING TRANSACTIONS AND AUTHORITY TO MAKE PUBLIC STATEMENTS

Section One. General. A Director shall perform the duties of a director, including duties as an officer or as a member of any committee of the Board on which the Director may serve, in good faith, in a manner such Director believes to be in the best interest of this Corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like situation would use under similar circumstances.

In performing the duties of a director, a Director shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:

- (a) one or more officers or employees of the Corporation whom the Director believes to be reliable and competent in the matters presented,
- (b) counsel, independent accountants or other persons as to matters which the Director believes to be within such person's professional or expert competence, or
- (c) a committee of the Board upon which the Director does not serve, as to matters within its designated authority or area of expertise, which committee the Director believes to merit confidence.

so long as in any such case, the Director acts in good faith, after reasonable inquiry when the need therefore is indicated by the circumstances and without knowledge that would cause such reliance to be unwarranted.

Section Two. Loans. The Corporation shall not make any loan of money or property to, or guarantee the obligation of, any Director or Officer, provided, however, that this Corporation may advance money to a Director or Officer of this Corporation or any subsidiary for expenses reasonably anticipated to be included in performance of the duties of such Officer or Director so long as such individual would be entitled to be reimbursed for such expenses absent that advance.

Section Three. Self-Dealing Transactions. Except as approved in Section Four below, the Board of Directors shall not approve a self-dealing transaction. A self-dealing transaction is one to which the Corporation is a party and in which one or more of the Directors has a material financial interest or a transaction between the Corporation and any person or entity in which one or more of the Directors is a director or between the Corporation and any person in which one or more of its Directors has a material financial interest, including employment with that person or entity. A Director shall not be deemed to have a "material financial interest" in a contract or transaction that implements a charitable program of this Corporation solely because the contract or transaction results in a benefit to a Director or his or her family by virtue of their membership in the class of persons intended to be benefited by the charitable program, as long as the contract or transaction is approved or authorized by the Corporation in good faith and without unjustified favoritism. Approval. The Board of Directors may approve a self-dealing transaction if the Board determines that the transaction is in the best interests of, and is fair and reasonable to the Corporation and, after reasonable investigation under the circumstances, determines that the Corporation could not have obtained a more advantageous arrangement with reasonable effort under the circumstances. Such determinations must be made by the Board of Directors, in good faith, with knowledge of the material facts concerning the transaction and the Director's interest in the transaction, and by a vote of the majority of the Directors then in office, provided that a quorum is present, without counting the vote of the interested Director or Directors.

Section Five. Mutual Directors or Employees of Other Nonprofit Organizations. No contract or other transaction between the Corporation and any other nonprofit corporation of which one or more of the Corporation's Directors are directors or employees is either void or voidable because such Director(s) are present at a meeting of the Board which authorizes, approves, or ratifies the contract or transaction if the material facts as to the transaction and as to such Director's other directorship or employment are fully disclosed or known to the Board and the Board authorizes, approves, or ratifies the contract or transaction in good faith by a sufficient vote without counting the vote of the common director(s), or if the contract or transaction is just and reasonable as to the Corporation at the time it is authorized, approved or ratified.

Section Six. Authority to Make Public Statements. No person, except for the President or the Chief Executive Officer (if one has been appointed by the Board of Directors) shall be authorized to make any public statements, whether written or oral, purporting to represent the official policy, position, or opinion of the Corporation, without first having obtained the

approval of the Board of Directors. Any person who is authorized to make any public statement, whether written or oral, purporting to represent the official policy, position, recommendation or opinion of the Corporation, shall first make it clear that he or she is representing the Corporation. Thereafter, throughout the entire presentation, he or she shall confine his/her presentation only to those matters that have been properly approved by the Board of Directors. He or she shall not, at the same time, present any statement purporting to represent any other firm, group, or organization or purporting to represent his or her own personal views.

## ARTICLE SEVEN. COMMITTEES

Section One. Committees of the Board of Directors. By majority vote of the Directors in office, the Board of Directors may, by resolution duly adopted, establish one or more committees which shall be advisory in nature (except for the Executive Committee). Each committee shall be chaired by a member of the Corporation's Board of Directors. The Board shall, at a minimum, have the following Committees:

- (a) Executive Committee. The Executive Committee shall consist of the Corporation's President, Vice-President, Treasurer, Secretary, and the most recently serving past President of the Corporation. The Executive Committee shall supervise and oversee the Corporation's administrative, contractual and operational functions. The Executive Committee shall be primarily responsible for obtaining and coordinating data and other information regularly used or analyzed by the Board of Directors in connection with the Corporation's function and operations.
- (b) Finance and Audit Committee: The Finance and Audit Committee shall consist of volunteers from the Corporation who shall generally be responsible for oversight of the functions performed by the Treasurer; investments of corporate funds; and annual budget preparation., establish and review fiscal policies, guidelines, operations and procedures that insure the financial integrity of the Corporation and foster its purpose and mission. The Finance and Audit Committee shall be chaired by the Treasurer.
- (c) Nominating Committee. The Nominating Committee shall consist of volunteers from the Board of Directors. The Nominating Committee shall be responsible for nominating individuals for election as Officers and Directors to the extent provided for in these Bylaws. The Nominating Committee shall strive to nominate individuals who represent a diverse cross-section of individuals and representatives of local groups and organizations involved in providing services for the homeless, and representatives of interested business groups and associations so that the Board of Directors represents different constituencies. The Nominating Committee shall be chaired by the Vice-President.
- (d) Development Committee. The Development Committee is responsible for the development of financial resources for the organization. To actively support development program through the formulation of strategies and activities that will serve to increase individual and/or corporate contributions and/or gifts. Directly cultivate,



solicit, and provide stewardship of members of the Board of Directors through education, annual giving, planned giving, and other such efforts. Its activities will include seeking public contributions, planning fundraising events, securing grants, and developing contributions of property. The Development Committee shall be chaired by the Secretary.

Section Two. Committees of the Corporation. The Continuum of Care Committee is established to provide effective mechanisms for providers and the community to plan, implement and provide needed support for homeless men, women and children. The Continuum of Care Committee, the Board and/or staff may create subcommittees as need arises to assist in fulfilling the purpose of the Continuum of Care Committee. Subcommittees may include, but are not limited to or required, those related to housing, supportive services, short- and long-term planning, research and data, community education, advocacy, and the homeless management information system (HMIS). The Continuum of Care Committee shall consist of volunteers from the Board of Directors and the community.

Section Three. Other Committees. Other advisory committees not having and exercising the managerial authority of the Board of Directors may be established by resolution duly adopted by majority vote of the Board of Directors.

#### ARTICLE EIGHT. CHIEF EXECUTIVE OFFICER

Subject to the control, advice and consent of the Board of Directors, the Chief Executive Officer shall, in general, supervise and conduct the activities and operations of the Corporation as an employee of the Corporation, shall keep the Board of Directors fully informed and shall freely consult with them concerning the activities of the Corporation, and shall see that all orders and resolutions of the board are carried into effect.

Where appropriate, the Board of Directors shall place the Chief Executive Officer under a written contract of employment.

The Chief Executive Officer shall be empowered to act, speak for, or otherwise represent the Corporation between meetings of the Board. The Chief Executive Officer shall be responsible for the hiring and firing of all personnel, and shall be responsible for keeping the Board informed at all times of staff performance and for implementing any personnel policies adopted by the Board.

Subject to the oversight of the Treasurer, the Chief Executive Officer is authorized to receive, deposit, disburse, and account for funds of the Corporation.

The Chief Executive Officer shall attend Board meetings in an ex officio non-voting capacity.

#### ARTICLE NINE. CONTRACTS, CHECKS, DEPOSITS, AND FUNDS

Section One. Contracts. The Board of Directors may, by resolution duly adopted, authorize any Officer or Officers, agent or agents of the Corporation, in addition to the Officers so authorized by these Bylaws, to enter into any contract or to execute and deliver any

instrument in the name of and on behalf of the Corporation. Such authority may be general, or confined to specific instances.

Section Two. Deposits. Any funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

Section Three. Checks, Drafts, Orders for Payment. Any checks, drafts, or orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Corporation shall be signed and countersigned by two (2) such Officers or agents of the Corporation and in such manner as the Board of Directors shall from time to time by resolution determine. In the absence of such determination, such instruments shall be signed and countersigned by the Treasurer and the President or Vice President of the Corporation.

#### ARTICLE TEN. MISCELLANEOUS

Section One. Books and Records. The Corporation shall prepare and maintain correct and complete books and records of account and shall also keep minutes of the meetings of its past members, its Board of Directors, and its committees. All books and records of the Corporation may be inspected by any Director or Officer, or the agent or attorney of any of them, or any proper person, at any reasonable time.

Section Two. Seal. The Board of Directors may provide a seal in such form as the Board of Directors may from time to time prescribe.

Section Three. Waiver of Notice. Whenever any notice is required to be given under the provisions of the Bylaws of this Corporation, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

#### ARTICLE ELEVEN. AMENDMENTS

The Bylaws of this Corporation, may be amended, repealed, or added to, or new Bylaws may be adopted by a vote constituting two-thirds ( $\frac{2}{3}$ ) of a quorum of the Board of Directors of the Corporation present at a meeting duly called for such purpose according to these Bylaws.

CERTIFICATION

I hereby certify that these Amended and Restated Bylaws were duly adopted by the voting members of the Corporation named herein at their meeting duly called and convened on the \_\_\_\_ day of \_\_\_\_\_, 2013.

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary

To: Board of Directors

FR: Maria Barcus, CEO

Date: November 11, 2013

Re: Policy Manual

Over the past several months, I've been working with Kirk Crowder, in-house counsel to Bloomin' Brands, who volunteered on a pro bono basis to help us consolidate, update and modify multiple and, in some cases, contradictory policies that existed previously.

These policies went into effect October 1, the beginning of the Fiscal Year, subject to ratification or modification by the Board of Directors.

The proposed Policy Manual includes changes described below:

1. Adopt County holidays as the holidays for the organization

<u>Present Holidays (14)</u>	<u>County Holidays (10)</u>
New Year's Day	New Year's Day
Martin Luther King Jr. Day	Martin Luther King Jr. Day
Memorial Day	Memorial Day
Independence Day	Independence Day
Labor Day	Labor Day
Veterans Day	Veterans Day
Thanksgiving (Thursday and Friday)	Thanksgiving (Thursday and Friday)
Christmas (two days)	Christmas (two days)
President's Day	
Spring Holiday (Good Friday)	
Columbus Day	
Other /Personal Religious Day	

2. Substitute Paid Time Off for Both Sick Leave and Vacation

With a small staff, extended absences on the part of any one employee, interfere with the overall operation of the organization and its ability to carry out its work.

In addition, Paid Time Off policies are more equitable since some employees will take all the sick leave they can and others will not.

**Current Policy:**

Sick leave is earned at the rate of 8 hours per month, which is 96 hours or 12 days per year.

Vacation leave is earned at the following rates and is computed even on pay periods when the employee is on vacation.

Vacation:	Vacation and Sick leave combined
Year 1: 80 hours (2 weeks)	176 hours (4.4 weeks)
Year 2 – 4: 120 hours (3 weeks)	216 hours (5.4 weeks)
Year 5-10: 160 hours (4 weeks)	256 hours (6.4 weeks)
Year 11 and thereafter: 200 hours (5 weeks)	296 hours (7.4 weeks)

Employees may also receive 4 days paid bereavement leave upon the death of an immediate family member (not well defined).

### 3. Work Hours:

Full-time personnel will normally work 5 days a week, 8 hours a day from Monday through Friday, between 7:30 a.m. and 6:30 p.m., with a lunch hour of 30 minutes or an hour.

### 4. Telecommuting:

Telecommuting may be allowed on a case by case basis, due to exceptional circumstances, when it will not interfere with the performance of the job.

# Resolution of Approval



Resolution of Approval for Signature of Banking Activities on behalf of the Homeless Coalition of Hillsborough County, Inc.

WHEREAS, the Board of the Homeless Coalition of Hillsborough County, Inc. is responsible for governance and oversight of the organization and is accountable for its programs and finances, and

WHEREAS, the Executive Committee of the Board, comprised of the President, Vice-President, Secretary, and Treasurer, is authorized to execute contracts and process financial transactions in accordance with policy, and

WHEREAS, the Board may delegate some or all of its responsibilities to some other officer or agent of the organization,

NOW AND THEREFORE,

Be it resolved, the Board of the Homeless Coalition of Hillsborough County, Inc. hereby grants the authority to the Chief Executive Officer ("CEO"), to execute contracts and process financial transactions in accordance with policy, and other documents necessary for day to day operations, and in the absence of the CEO, the Board grants the authority to execute contracts and process financial transactions in accordance with policy, and other documents necessary for day to day operations to the Continuum of Care Coordinator, representing a senior staff position.

BE IT FURTHER RESOLVED, the authority granted allows an authorized party to process financial transactions as follows:

- Financial transactions \$5,000.00 or less may be processed with one signature.
- Financial transactions over \$5,000.00 must be process by two authorized people. One authorization may be obtained electronically. For financial transactions over \$20,000.00, one of the two authorized people must be a member of the Executive Committee.

IN WITNESS WHEREOF, the Board of Directors of the Homeless Coalition of Hillsborough County, Inc. has adopted the above resolution by unanimous vote of its members this 11<sup>th</sup> day of November, 2013.

\_\_\_\_\_  
Board President

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Board Secretary

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_



## POLICY INDEX

1.00	Purpose of Policy Manual
2.00	Definitions in Policies
3.00	Property Policy
4.00	Administration of the Personnel Program Policy
4.01	Recruitment of Employees Policy
4.02	Hiring of Employees Policy
4.03	Equal Opportunity / Affirmative Action Policy
4.04	Job Descriptions Policy
4.05	Salary Administration Policy
4.06	Performance Evaluation Policy
4.07	Resignation/Layoff Policy
4.08	Employee References Policy
4.09	Whistleblower Policy
4.10	Travel and Entertainment Policy
4.11	Social Media Policy
4.12	Communications Policy
4.13	Background Checks & Qualifications Testing Policy
5.00	Nepotism / Office Romance Policy
5.01	Probationary Period & Training Policy
5.02	Hours of Work Policy
5.03	Code of Conduct & Ethics Policy
5.04	Harassment Policy
5.05	Conduct in General/Conflicts of Interest Policy
5.06	Grievance Policy
5.07	Drug-Free Workplace Policy
5.08	Smoking Policy
5.09	Employee Safety & Worker's Compensation Policy
5.10	Family Medical Leave Policy
5.12	Internal Investigations Policy

6.00	Employee Insurance Benefits Policy
6.01	Absences from Work / Paid Time Off Policy
6.02	Holiday Benefit Policy
6.03	Leave of Absence Policy
7.00	Acknowledgement of Receipt





## **1.0 PURPOSE OF POLICY MANUAL**

This Manual is designed to provide guidelines for the fair and consistent application of personnel practices, while also providing the flexibility needed for individual employee growth and efficient operation of the Tampa Hillsborough Homeless Initiative.

**THIS MANUAL IS NOT A CONTRACT OF EMPLOYMENT. ALL EMPLOYEES OF THE TAMPA HILLSBOROUGH HOMELESS INITIATIVE ARE EMPLOYEES AT WILL AND MAY BE TERMINATED AT ANY TIME WITH OR WITHOUT CAUSE.**

### **Goals**

- One goal of these guidelines is to provide consistency in the Tampa Hillsborough Homeless Initiative's personnel matters.

Another goal is to assure that the Tampa Hillsborough Homeless Initiative does not illegally discriminate in employment practices; and that it takes positive steps to recruit, promote, and train people from all segments of the community.



## *2.0 DEFINITIONS IN POLICIES*

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The following are definitions of terms used in this manual.

**BOARD:** Board of Directors of the Organization

**AGENCY:** Tampa Hillsborough Homeless Initiative

**COMPENSATORY TIME:** The hours absent from duty granted to compensate for work on authorized overtime.

**DEMOTION:** Moving an employee from one job to a lower paying job.

**DISCIPLINARY ACTION:** An oral warning, written reprimand, suspension, or dismissal.

**EFFECTIVE DATE:** The date at which a personnel action, a change in title or change in pay, is to occur.

**EXEMPT POSITIONS:** Jobs which require more than 40-hour weeks to complete the assigned duties or require the frequent attendance at night meetings and which are paid on a salary basis, and are not entitled to overtime pay.

**CHIEF EXECUTIVE OFFICER ("CEO"):** Chief Administrative officer of the Tampa Hillsborough Homeless Initiative appointed by the Board.

**GRIEVANCE:** Any complaint by an employee involving the application of policies, rules, or regulations covering personnel practices or working conditions.

**HIRING AUTHORITY:** The person who makes a final hiring decision.

**IMMEDIATE FAMILY:** An employee's mother, father, stepmother, stepfather, foster mother, foster father, mother-in-law, father-in-law, grandfather, grandmother, sister(s), brother(s), spouse, child(ren), stepchildren or foster child(ren), domestic partner, and children of domestic partnerships.

**JOB CLASSIFICATION:** A group of positions similar enough in duties to be referred to by the same title (i.e. Secretary I) and paid the same.

**LAYOFF:** When the organization is compelled to terminate, without prejudice, an individual's employment, through no fault of that employee.

**LEAVE:** An approved absence from work.

**NON-EXEMPT POSITIONS:** Jobs which normally are completed in a 40-hour week and are paid on an hourly basis, and which are entitled to overtime.

**ORIGINAL APPOINTMENT:** The hiring of a person not previously employed by the Tampa Hillsborough Homeless Initiative in a classified position or of one who has exceeded the time period of Reinstatement.

**OVERTIME:** Time the Tampa Hillsborough Homeless Initiative directs and authorizes an employee to work in excess of the normal work week.

**PAY RANGE:** The minimum and maximum pay rate the organization establishes for each job classification.

**POSITION:** Tasks or duties performed by one person.

**RECLASSIFICATION:** The assignment of a position to a job class different from the one to which it was previously assigned.

**REINSTATEMENT:** Employee who resigns in good standing can be considered for one year for vacancies as they occur if the vacancy is for the same classification or a lower paid classification for which they are qualified. Employees who are reinstated will have the same status as new employees. All previous tenure with the Initiative will be null and void.

**REPRIMAND:** A warning to an employee that the supervisor believes a deficiency exists in the employee's work performance or conduct and indicating a need for improvement.

**SEASONAL APPOINTMENT:** An appointment to a temporary position for a specific season.

**SUPERVISOR:** The person to whom an employee reports to on a day-to-day basis. In the case of the Chief Executive Officer, the Board shall be the supervisor.

**SUSPENSION:** An involuntary absence without pay imposed on an employee for disciplinary action.

**TEMPORARY EMPLOYEE:** An employee who has received an appointment for a specifically limited period, not to exceed nine months.

**TRANSFER:** The movement of an employee from one position to another position of the same class or of another class having the same maximum pay rate, involving the performance of similar duties, and requiring essentially the same basic qualifications.

**UNCLASSIFIED POSITIONS:** Hourly, seasonal, and temporary employees.

**VACANCY:** An authorized, budgeted position which is not occupied



### ***3.0 PROPERTY POLICY***

The personal use of Tampa Hillsborough Homeless Initiative property of any kind, without the approval of the CEO is prohibited.



## ***4.0 ADMINISTRATION OF THE PERSONNEL PROGRAM***

The CEO has the primary responsibility to administer these policies, subject to the paramount authority of the Board.

The CEO's responsibilities include:

- Prepare, recommend and maintain a classification and pay plan to be presented annually to the Board for approval.
- Recruit, test and certify applicants for hiring.
- Review the hiring, promotion, demotion, disciplinary and other personnel actions, which affect classified employees.
- Develop and maintain record keeping systems.
- Direct employees' orientation, training, counseling and career development.

	<b>4.01 RECRUITMENT OF EMPLOYEES POLICY</b>
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The Chief Executive Officer will organize all recruitment activities. All recruitment will be performed by using ethical techniques reflecting good taste and in compliance with the Equal Employment Opportunity policy of the Coalition.

The Chief Executive Officer will place newspaper ads or electronic media in local newspapers for the recruitment activities for full time employees. The Tampa Hillsborough Homeless Initiative must:

Advertise and include the following:

- Title or Position
- Description of position

The Tampa Hillsborough Homeless Initiative will maintain copies of all ads for future reference as well as documentation.

	<b>4.02 HIRING OF EMPLOYEES POLICY</b>
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The CEO shall organize all recruitment activities. All recruitment will be performed by using ethical techniques and in compliance with the Equal Employment Opportunity policy of the Tampa Hillsborough Homeless Initiative.

The CEO may place newspaper ads or electronic media for the recruitment activities for full time employees. The organization must:

- Advertise and include the following:
  - Title or Position
  - Description of position

The Tampa Hillsborough Homeless Initiative will maintain copies of all ads for future reference as well as documentation.

The Tampa Hillsborough Homeless Initiative advertises vacancies and may test applicants. When a vacancy exists, the CEO decides whether the vacancy is to be filled open, promotional, or open/promotional.

- Open – The organization advertises the position as open to all citizens of the United States and all resident aliens who meet the eligibility criteria.
- Promotional – The organization advertises openings within the organization. Only current employees and people occupying temporary, seasonal, or intern positions may apply.
- Open/Promotional – The organization advertises vacancies within the organization and at large. The top three (3) applicants from each list are considered as finalists. The Board will fill vacancies in the CEO position.

### **Advertising**

The Tampa Hillsborough Homeless Initiative will post position announcements stating the title, salary, nature of the work, experience and training required, and application deadline for each opening for a classified position for a minimum of five (5) working days. The advertising will be posted in local news print media/or electronic media.

Generally, applications are not accepted unless there is an existing vacancy to be filled. In the case of a few positions that have high turnover, applications are accepted

continuously. The CEO determines the necessity for accepting applications continuously.



	<b>4.03 EQUAL EMPLOYMENT OPPORTUNITY &amp; AFFIRMATIVE ACTION POLICY</b>
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It is the policy of the Tampa Hillsborough Homeless Initiative to give equal opportunity of employment to all qualified persons without regard to:

- Age
- Sex
- Race
- Color
- Religion
- National Origin
- Mental, Physical or Developmental Disability.
- Marital / Familial Status
- Sexual Orientation
- Familial Status
- Gender identity and expression, real or perceived

And to take reasonable and appropriate affirmative action to provide equal opportunity to all qualified persons in all personnel actions including, but not limited to:

- Recruitment and Hiring
- Compensation and Other Employee Benefits
- Training
- Promotion and Demotion
- Layoff and Termination

It is also our policy to take affirmative action in the employment and advancement in employment of qualified disabled persons, disabled veterans, and veterans of the Vietnam Era.

Discrimination complaints should be directed to the CEO who will conduct an investigation, when appropriate notify all concerned parties of the results of the investigation, and take correction action if the complaint is found to have basis.

It is further Initiative policy to comply with all applicable Federal and state laws with respect to Equal Employment Opportunity and Affirmative Action.

The policy of the Tampa Hillsborough Homeless Initiative is to select, develop and promote employees based on the individual's ability and job performance and to provide Equal Employment Opportunity to all people in all aspects of employer-employee relations.

	<b>4.04 JOB DESCRIPTION POLICY</b>
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**Description**

All positions at the Tampa Hillsborough Homeless Initiative shall have a valid, current job description.

A separate job description will be required for each different job title.

The CEO shall present each employee a copy of his/her job description to be signed by the employee. The signed job description shall be forwarded to the CEO for inclusion in the employee's personnel file.

All job descriptions should be reviewed at least annually.

**Classification**

The classification system categorizes and distinguishes jobs. Each position has a title. The classification system clearly defines the duties and the required education and experience for each position.

The classification process analyzes positions in order to:

- Pay the same for the same kind of work,
- Advertise and test applicants for the position,
- Provide a basis for performance level expectations,
- Identify training needs,
- Establish career development paths, and
- Establish relative alignment of positions.

The CEO classifies positions and maintains the classification systems.

Employees are classified as follows:

- Full-time Regular Employee
- Part-time Regular Employee
- Temporary Employee
- Exempt/Salary Employee
- Non-Exempt Employee

## **Reclassification**

If employees or their supervisors believe that their position duties have changed substantially, either may request in writing that the CEO audit the position.

A job audit may result in a decision to upgrade, downgrade, or to leave the position at the same level. Employees may use the Grievance Procedure (*Policy 5.06*) to challenge any audit decisions to the Board. If a change is denied, the employee may not submit a similar request for nine (9) months.

Upon reclassification, the CEO will evaluate the employee's performance and make a performance level assignment according to the standards for the new classification.

	<b>4.05 SALARY ADMINISTRATION POLICY</b>
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It is the Initiative's goal to pay salaries which are consistent with sound industry practice and which are competitive compared to salaries paid for similar positions in the area.

Equitable salary relationships will be maintained among the various positions in the Initiative and salary ranges will be established to provide appropriate compensation based on each employee's duties, responsibilities, and level of performance.

Job descriptions will be developed for each position covered by this policy and will be reviewed at least annually. These job descriptions will be used to evaluate the positions and determine the salary levels of the positions.

The competitiveness of salary structure will be reviewed at least annually and salary ranges will be revised accordingly.

**Performance Review/Salary Increase**

The CEO (or the Executive Committee of the Board in the case of the CEO) shall conduct a performance review for each employee annually. Job performances and length of service shall be the criteria in determining salary increases, with major emphasis on job performance. After a review in which the employee's performance is deemed satisfactory, the CEO (or the Executive Committee of the Board in the case of the CEO) is authorized to adjust the employee's salary to the next consecutive salary step that is deemed appropriate.

The CEO (or Board) reserves the right to deviate from the above salary increase schedule, if a basis for the deviation is determined.

**Payroll Deductions**

The Tampa Hillsborough Homeless Initiative will automatically make deductions from an employee's paycheck for:

- Federal Taxes
- Social Security and Medicare contributions
- State Taxes if applicable
- Others items as approved by the Board, a judgment of a court, or agreed to by the employee

**Pay Periods and Time Sheets**

The Tampa Hillsborough Homeless Initiative uses a bi-monthly pay system. Pay periods are from the 1<sup>st</sup> to the 15<sup>th</sup> of the month and from the 16<sup>th</sup> to the end of the month.

### **Pay Upon Termination**

When employees terminate employment in good standing with the Tampa Hillsborough Homeless Initiative, the organization will pay them for all accrued PTO leave. The Tampa Hillsborough Homeless Initiative will write the final check for these items on the next regularly scheduled payday.

### **Overtime**

All employment positions with the Initiative shall be classified as "exempt" or "non-exempt," and such classifications shall be included in each job description. The Initiative will pay "non-exempt" employees overtime at one and one-half times the hourly rate, or grant compensatory time off at time and a half (at the discretion of the "non-exempt" employee), for time worked over forty (40) hours. All overtime must be authorized by the CEO, except for emergency situations.

"Exempt" positions are those that have been classified as "exempt" pursuant to applicable regulations. The Initiative establishes the salary ranges for "exempt" positions with those factors in mind. When the CEO considers overtime compensable for an "exempt" employee, it will be granted in the form of compensatory time at straight time.

No employee shall carry forward from one fiscal year to the next more than eighty (80) hours of compensatory time unless approved by the CEO.

	<b>4.06 PERFORMANCE EVALUATIONS POLICY</b>
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All employees will be evaluated a minimum of once per year.

The CEO will evaluate performance of all employees.

All evaluations must be reviewed and signed by the CEO and the employee.

The employee may have a copy of the evaluation at his/her request.

All evaluations will be included in the employee's personnel file.

The employee may write comments on the evaluation, or include additional statements on a separate piece of paper.

The CEO may complete written evaluations more often than once a year as desired.

All evaluations are confidential and should not be discussed with inappropriate persons or left in areas which may be visible to others.

The Executive Board will conduct the evaluation and compensation package of the CEO annually unless prescribed differently in the contract of services.

	<b>4.07: RESIGNATIONS / LAYOFFS OF EMPLOYEES POLICY</b>
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A. **Resignation**

An employee may resign from employment at any time.

A two (2) week notice is *required* of all employees.

A four (4) week notice is *recommended* of all Managers.

The resigning employee will advise the CEO of his/her resignation. At that time, the CEO will complete the following steps:

- Have the employee submit a letter of resignation indicating the desired termination date and the reason for termination, and forward the letter to the CEO.
- Schedule an Exit Interview for the employee with the CEO.

B. **Layoffs**

Any employee of the Tampa Hillsborough Homeless Initiative may be laid off because of lack of work, lack of funds, or change in organizational operations. Employees who are being laid off will be given at least a two (2) week notice.

The CEO will decide the order of layoffs within affective job classifications as follows:

- Temporary employees:
- Lower performance rated employees (as determined by the CEO from performance reviews and discussions with the supervisor);
- Employees with the least time in service.

The Tampa Hillsborough Homeless Initiative will attempt to place employees in other positions rather than laying them off. Employees will be re-employed in inverse order of layoffs if openings occur within their job classification within one year of layoff.

	<b>4.08 EMPLOYEE REFERENCES POLICY</b>
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Only the CEO will provide employee references on behalf of the Tampa Hillsborough Homeless Initiative. The reference will confirm the date of employment, resignation and length of service.



	<b>4.09 WHISTLEBLOWER POLICY</b>
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**General**

It shall be the policy of the Tampa Hillsborough Homeless Initiative to require directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities per the Code of Conduct Policy (*Policy 5.03*). As employees and representatives of the Tampa Hillsborough Homeless Initiative, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

**Reporting Responsibility**

It is the responsibility of all directors, officers and employees to report ethics violations or suspected violations in accordance with this Whistleblower Policy.

**No Retaliation**

No director, officer or employee who in good faith reports an ethics violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Tampa Hillsborough Homeless Initiative prior to seeking resolution outside the organization.

**Reporting Violations**

The Tampa Hillsborough Homeless Initiative has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases this will be the organization's CEO. However, if you are not comfortable speaking with the CEO or you are not satisfied with the CEO's response, you are encouraged to speak with a member of the Executive Committee of the Board.

Employees are required to report suspected ethics violations to the Tampa Hillsborough Homeless Initiative's Compliance Officer, who has the specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following the open door policy, individuals should contact the Compliance Officer directly.

**Compliance Officer**

The Compliance Officer is responsible for investigating and resolving all reported complaints and allegations concerning violations and, at his/her discretion, shall advise the CEO, and/or the Audit Committee and/or Executive Committee. The Compliance Officer has direct access to the Audit Committee of the Board and is required to report to the Audit Committee at least annually on compliance activity. The Compliance Officer is the Treasurer and the chair of the Audit Committee of the Board.

**Accounting and Auditing Matters**

The Audit Committee of the Board shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer shall immediately notify the audit committee of any such complaint and work with the committee until the matter is resolved.

**Acting in Good Faith**

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

**Confidentiality**

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

**Handling of Reported Violations**

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

	<b>4.10 TRAVEL, ENTERTAINMENT &amp; CELL PHONE POLICY</b>
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The Tampa Hillsborough Homeless Initiative requires employees to steward our resources by following guidelines on making and reporting travel and other business-related expenses. As such, the Tampa Hillsborough Homeless Initiative will reimburse only reasonable and necessary expenses actually incurred by staff or on a per diem basis depending on type of expense and appropriate funding source.

### **Purpose**

The purpose of this Policy is to ensure:

- a) adequate cost controls are in place,
- b) travel and other expenditures are appropriate, and
- c) the application of a uniform and consistent approach for the timely reimbursement of authorized expenses incurred by staff.

When incurring business expenses, the Tampa Hillsborough Homeless Initiative expects staff to:

- Exercise discretion and good business judgment with respect to those expenses.
- Be cost conscious and spend the Tampa Hillsborough Homeless Initiative's money as carefully and judiciously as the individual would spend his or her own funds.
- Obtain authorization from the CEO before ordering.
- Report expenses, supported by required documentation, as required by the appropriate funding source.
- Whenever possible and appropriate, provide all vendors with tax exempt documentation and verify the application of the tax exemption to all purchases.

### **Expense Report**

Expenses will not be reimbursed unless the individual requesting reimbursement submits a written expense report. The expense report, which shall be submitted within the pay period that the expense was incurred; travel reimbursement be submitted within the pay period travel is completed, and must include:

- The employee's name who incurred the expense
- Itemized list of all expenses for which reimbursement is requested
- Explanation of expense purpose
- If reimbursement for travel is requested, the date, origin, destination and purpose of the trip is required. The travel expenses shall be itemized, at a minimum, to

- include transportation, hotel, meals and incidentals.

All expense reports are to be reviewed and approved by the CEO; CEO expenses that are within the Board approved budget shall not require any further authorization. CEO expenses that are not within the approved budget will require approval from the President.

### **Expense Documentation**

Receipts are required for all expenditures billed directly to the Tampa Hillsborough Homeless Initiative, such as airfare and hotel charges.

Receipts are required for reimbursement of actual purchases unless the reimbursement is for travel in which the per diem process is required by the funding source.

### **Personal Vehicle Reimbursement**

Periodically, employees may be required to use personal automobiles official business. The Tampa Hillsborough Homeless Initiative will reimburse employees at the current rate per mile established by the IRS for use of personal autos on official business. Personal autos should not be used for extended trips when public transportation is available.

The reimbursement rate covers all operating expenses for the vehicle including fuel. When employees use their automobile in connection with a business trip, mileage is reimbursable based on the distance from the office to destination and back to the office. Mileage should be rounded to the nearest mile.

Requests for mileage reimbursement must be accompanied either by an odometer log or a trip specific map (e.g. map quest) that shows the number of miles for the trip.

### **Office Supplies**

Office supplies should be ordered through the Office Manager. The CEO may require the finance manager to confirm that funds are available through an appropriate funding source. Reasonable exceptions may be made verbally by and at the discretion of the CEO and submitted by the employee for reimbursement with appropriate documentation.

### **Equipment**

A purchase order should be submitted to the CEO for approval. The CEO may require the finance manager to confirm that funds are available through an appropriate funding source. Equipment purchases should NOT be paid by an employee and then submitted for reimbursement.

## **Cell Phones**

Employees who are authorized to use and are provided cell phones will be required to pay any and all charges over and above the package approved and paid for by the Tampa Hillsborough Homeless Initiative.

## **General Travel Requirements**

### **Advance Approval**

All trips involving air travel or at least one overnight stay must be approved in advance by the CEO. CEO travel within the approved budget does not require additional approval. CEO travel that is not within the approved budget must be approved by the Board President.

### **Necessity of Travel**

In determining the reasonableness and necessity of travel expenses, staff and the CEO authorizing the travel shall consider the ways in which the Tampa Hillsborough Homeless Initiative will benefit from the travel and weigh those benefits against the anticipated costs of the travel.

The same considerations shall be taken into account in deciding whether a particular individual's presence on a trip is necessary. In determining whether the benefits to the organization Initiative outweigh the costs, less expensive alternatives, such as participation by telephone or video conferencing, or the availability of local programs or training opportunities, shall be considered.

### **Personal and Spousal Travel Expenses**

Individuals traveling on behalf of the Tampa Hillsborough Homeless Initiative may incorporate personal travel or business with their work-related trips; however, staff shall not arrange travel at a time that is less advantageous to the Tampa Hillsborough Homeless Initiative or involving greater expense to the Tampa Hillsborough Homeless Initiative in order to accommodate personal travel plans. Any additional expenses incurred as a result of personal travel, including but not limited to extra hotel nights, additional stopovers, meals or transportation, are the sole responsibility of the individual and will not be reimbursed by the Tampa Hillsborough Homeless Initiative. Expenses associated with travel of an individual's spouse, family or friends will not be reimbursed by the Tampa Hillsborough Homeless Initiative.

### **Air Travel**

#### **General**

Air travel reservations should be made as far in advance as possible in order to take advantage of reduced fares. Flights shall originate from the airport nearest

the individual's home or office to the airport nearest the destination. The Tampa Hillsborough Homeless Initiative will pay only the cost of a coach class fare.

### **Saturday Stays**

Personnel traveling on behalf of Tampa Hillsborough Homeless Initiative are not required to stay over Saturday nights in order to reduce the price of an airline ticket.

### **Frequent Flyer Miles and Compensation for Denied Boarding**

Staff traveling on behalf of Tampa Hillsborough Homeless Initiative may accept and retain frequent flyer miles and compensation for denied boarding for their personal use. Individuals may not deliberately patronize a single airline to accumulate frequent flyer miles if less expensive comparable tickets are available on another airline.

### **Lodging**

Staff traveling on behalf of the Tampa Hillsborough Homeless Initiative may be reimbursed at the single room rate for the reasonable cost of hotel accommodations. Convenience, the cost of staying in the city in which the hotel is located, and proximity to other venues on the individual's itinerary shall be considered in determining reasonableness. Staff shall use the U.S. General Administration (GSA) federal per diem rates as a reference for reasonable cost of hotel accommodations. "Deluxe" or "luxury" hotel rates will not be reimbursed.

### **Out-Of-Town Meals**

Staff traveling on behalf of Tampa Hillsborough Homeless Initiative are reimbursed for meals based on either reasonable or actual cost of meals (including tips) or per diem based on the funding source. Per-diem amounts will be determined using the GSA federal per diem rates.

### **Ground Transportation**

Employees are expected to use the most economical ground transportation appropriate under the circumstances and should generally use the following, in this order of desirability:

#### **Courtesy Cars**

Many hotels have courtesy cars, which will take you to and from the airport at no charge. The hotel will generally have a well-marked courtesy phone at the airport if this service is available. Employees should take advantage of this free service whenever possible.

### **Airport Shuttle or Bus**

Airport shuttles or buses generally travel to and from all major hotels for a fee. At major airports such services are as quick as a taxi and considerably less expensive. Airport shuttle or bus services are generally located near the airport's baggage claim area.

### **Taxis**

When courtesy cars and airport shuttles are not available, a taxi is often the next most economical and convenient form of transportation when the trip is for a limited time and minimal mileage is involved. A taxi may also be the most economical mode of transportation between an individual's home and the airport.

### **Rental Cars**

Car rentals are expensive so other forms of transportation should be considered when practical. Employees will be allowed to rent a car while out of town provided that advance approval has been given by the CEO and that the cost is less than alternative methods of transportation. Economy cars should be rented, whenever possible

### **Personal Cars for Travel**

Personnel are compensated for use of their personal cars when used for Tampa Hillsborough Homeless Initiative business. When individuals use their personal car for such travel, including travel to and from the airport, mileage reimbursement will be allowed as outlined in the Personal Vehicle Reimbursement section above.

### **Parking/Tolls**

Parking and toll expenses, including charges for hotel parking, incurred by staff traveling on official business will be reimbursed. The costs of parking tickets, fines, car washes, valet service, etc., are the responsibility of the employee and will not be reimbursed.

On-airport parking is permitted for short business trips. For extended trips, staff should use off-airport facilities or arrange for a car service, whichever is most cost effective.

### **Other Travel Expenses**

Reasonable expenses related telephone, fax and Internet access charges due to absence of staff from the individual's place of business are reimbursable. In addition, reasonable and necessary gratuities that are not covered under meals may be reimbursed. Finally, emergency secretarial work and/or postal charges incurred are

reimbursable for the purpose of work on behalf of the Tampa Hillsborough Homeless Initiative.

### **Entertainment and Business Meetings**

Reasonable expenses incurred for meetings or other types of work-related entertainment will be reimbursed only if the expenditures are approved in advance by the CEO. Detailed documentation for any such expense must be provided, including:

- date and place of entertainment.
- nature of expense.
- names, titles and corporate affiliation of those entertained.
- a complete description of the purpose for the activity including the specific Tampa Hillsborough Homeless Initiative matter discussed.
- vendor receipts (not credit card receipts or statements) showing the vendor's
- name, a description of the services provided, the date, and the total expenses, including tips (if applicable).

### **Non-Reimbursable Expenditures**

The Tampa Hillsborough Homeless Initiative maintains a strict policy that expenses in any category that could be perceived as lavish or excessive will not be reimbursed, as such expenses are inappropriate for reimbursement by a nonprofit, charitable organization.

Expenses that are not reimbursable include, but are not limited to:

- First class tickets or upgrades
- Limousine travel
- Movies, liquor or bar costs
- Membership dues at any country club, private club, athletic club, golf club, tennis club or similar recreational organization
- Spa or exercise charges
- Clothing purchases
- Business conferences and entertainment which are not approved by the CEO
- Valet service
- Car washes
- Toiletry articles

This list of non-reimbursable expenses is in no way an exhaustive list or implies that categories of expenses not included on this list should automatically be eligible for reimbursement.

Questions about the eligibility of an expense for reimbursement shall be directed to the CEO and determined by the contract guidelines of the appropriate funding source.



Personnel should make every effort to find accommodations that are reasonable in price for the area in which they are traveling.

Economy Automobiles should be rented.

Any expense must have a receipt accompanying the expense report.

Expense reports are to be completed with the required information and receipts. Reports must be approved and submitted in a timely manner. Detailed instructions for completing expense reports are available from the Finance Manager.

The Tampa Hillsborough Homeless Initiative will reimburse for standard Coach airfares only.

All employees using their personal car for Coalition business will be reimbursed for mileage driven according to the current IRS guidelines. Mileage must be documented on the appropriate expense report before reimbursement can be authorized.

A Per Diem shall be paid to employees in the following manner 75% of the per diem rate of the first and last day of travel and full per diem rate for all days in between, at the rate per city as stated by the IRS on the U.S General Services Administration website [www.gsa.gov](http://www.gsa.gov) while they are on official Business.

Employees who are authorized by the Tampa Hillsborough Homeless Initiative to use cell phones will be required to pay any and all charges over and above the package approved and paid for by the organization, except as approved by the CEO.

	<b>4.11 SOCIAL MEDIA POLICY</b>
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Social Media plays an important role in promoting and supporting the identity, integrity and reputation of the Tampa Hillsborough Homeless Initiative in a manner consistent with our Principles & Beliefs and policies. This Social Media Policy ("Policy") is to assist team members in understanding and appreciating the role of Social Media in the workplace and how the use of Social Media by team members outside of the workplace may affect the Company.

"Social Media" refers to the means of interaction among people in which they create, share, exchange and comment on contents among themselves in virtual communities and networks using mobile or web-based technologies. Examples include: Facebook, Twitter, MySpace, user-generated videos (e.g., YouTube), picture sharing networks, message boards, phone applications, blogs, wikis, social forums, chat rooms, on-line virtual communities, and podcasts.

The Tampa Hillsborough Homeless Initiative may formally participate in external Social Media through authorization of the CEO. Only employees designated by the CEO are authorized to speak on behalf of the Tampa Hillsborough Homeless Initiative within Social Media. (*See Policy 4.12.*)

Recognizing that employees may participate in various forms of Social Media on their personal time, using their personal communication resources, this Policy also provides expectations and requirements for the responsible use of Social Media by team members as it relates to the Tampa Hillsborough Homeless Initiative. When posting on Social Media, team members should be clear that they are not speaking on behalf of the Tampa Hillsborough Homeless Initiative (it's better to note, for example, "I believe....", "It is my opinion...." and/or "I am not speaking on behalf of the Tampa Hillsborough Homeless Initiative"...).

The Tampa Hillsborough Homeless Initiative believes that all employees should remember to respect others and that what you do on Social Media can leave others with negative impressions of the Tampa Hillsborough Homeless Initiative (even if you are not an official spokesperson). This is because when using Social Media the lines between public / private and personal / professional are often blurred. Employees should take necessary steps to ensure that any content, photos, or discussions posted on these sites is an appropriate professional reflection of yourself and one which does not violate any of the Coalition's policies. Remember that Social Media is not anonymous, nor does it forget. The best advice is to use sound judgment and common sense by adhering to the Code of Conduct & Ethics Policy (*Policy #5.03*).

If the CEO determines that an employee has violated any Tampa Hillsborough Homeless Initiative policies (directly or indirectly) through Social Media (even while not during working hours), that employee will be subject to disciplinary action up to and including termination.

In addition to being subject to possible disciplinary action by the Company, posting inappropriate content to a Social Media site may subject you to liability under Federal and state laws. For example, you could be held personally liable under Federal and state laws with regard to any statements or photos deemed defamatory, obscene, discriminatory or harassing in nature, whether they pertain to the Company, other companies, team members, guests, business partners or other individuals. You may also be liable if you post confidential or copyrighted information belonging to others.

Nothing in this Policy is intended to restrict an employee's rights under any Federal, state or local labor or employment law, or regulation, to discuss wages and working conditions.

Below are some additional points of clarification:

- 1) Employees should not post content that refers to recipients of assistance from the Tampa Hillsborough Homeless Initiative in a derogatory manner. Employees should remember to respect the privacy of recipients. Employees should consider the impact of their statements when commenting on the Tampa Hillsborough Homeless Initiative, including other employees. If you have concerns about the Tampa Hillsborough Homeless Initiative please communicate them to the CEO. Posting threatening comments, using abusive or hateful language, harassing customers or co-workers, posting obscene photos or using ethnic slurs is a violation of this policy.
- 2) It is a violation of the Social Media Policy for any employee to publicly post confidential documents belonging to the Tampa Hillsborough Homeless Initiative.
- 3) It is a violation of the Social Media policy to record videos, take photos or record conversations in the workplace without approval of the CEO.

	<b>4.12 COMMUNICATIONS POLICY</b>
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The CEO is the primary spokesperson for the Tampa Hillsborough Homeless Initiative. Unless expressly authorized by the CEO, employees should not communicate to the public on behalf of the Tampa Hillsborough Homeless Initiative.

Limiting the number of designated spokespersons will assure responsiveness and continuity of communication, and minimize the risk of inconsistent or inadvertent messages.

	<b>4.13 BACKGROUND CHECKS &amp; QUALIFICATIONS POLICY</b>
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### **Background Checks**

**New Hires/Promotions.** The Tampa Hillsborough Homeless Initiative will perform pre-employment background checks on final candidates for certain positions, based on the criteria established by the CEO. Only the items identified in Attachment A will be conducted as part of the background check process (i.e., activities such as reference checks will not be conducted as part of the background check policy).

**Limited Background Checks.** If an employee changes positions in the organization, any additional background checks required for the new position (as indicated in Attachment A) which have not been performed within the last 6 months, will be performed.

**Scope of Background Check.** The components of each candidate's background check are based on the position, job relevancy and business necessity. The background checks performed by the Tampa Hillsborough Homeless Initiative are identified in Attachment A (which may be revised over time). Temporary employees and temporary agencies providing contracted labor to the organization shall be subject to the same standards set forth in this policy. The organization's expectation is that all vendors providing services on work (owned or leased) premises to have a background check policy at least as extensive as this Policy.

**Compliance with Laws.** All background searches shall be conducted in accordance with applicable laws (including the federal Fair Credit Reporting Act and local credit reporting laws) and the organization's other policies, including the Discrimination & Harassment policy. Background checks shall be performed only after appropriate authorizations and consents have been obtained. For positions requiring credit reports, appropriate pre-adverse and adverse action notices together with a copy of the report will be sent to the candidate pursuant to federal and any state FCRA laws prior to taking any adverse action based on a credit report. In markets, background checks consistent with this Policy will be conducted, in compliance with all applicable laws.

**Confidentiality.** The results of a pre-employment/job change background check are confidential and are to be shared with members of the Tampa Hillsborough Homeless Initiative on a strict "need to know" basis.

**Use of Background Information.** In general, the relevance of a particular pre-employment /job change background check as it relates to a candidate's eligibility for employment is based upon the following factors: the nature of the job for which the applicant is being considered; the nature of any adverse or negative information; in the case of a criminal conviction, the facts surrounding the matter are particularly relevant;

the age of any adverse or negative information; and the age of the applicant at the time of the adverse incident in relation to the present.

Having adverse information, including a criminal history or conviction does not automatically preclude a candidate's eligibility for employment.

### **Pre-Employment Testing**

The Tampa Hillsborough Homeless Initiative fills positions using methods to test and evaluate the skills and knowledge necessary to perform the job. The testing methods may include written exams, performance tests, physical agility tests, reviews of experience and training, and/or oral interviews.

The organization's tests are selection tools, not learning devices. The test may be used more than once. For that reason, applicants will not be allowed to review their tests.

### **Pre-employment Requirements**

Medical examinations may be necessary for some jobs. If a physician finds any prospective employee to be medically unfit to perform the duties of the position, that fact may be grounds for not hiring the candidate.

ATTACHMENT A

<b>Type of Background Check</b>					
<b>Position</b>	<b>Education</b>	<b>Criminal</b>	<b>Employment</b>	<b>Credit</b>	<b>SSN Ver.</b>
All Positions	x	x	x		x
CEO	x	x	x	x	x

<b>Type of Background Check</b>					
<b>Position</b>	<b>Education</b>	<b>Criminal</b>	<b>Employment</b>	<b>SSN Ver</b>	<b>MVR</b>

Home Office – means any position based in or paid out of the Tampa Hillsborough Homeless Initiative’s Tampa Office.

Education Check – means a confirmation of highest degree obtained from the last educational institution attended.

Criminal Check – means an inquiry and review of any criminal convictions from the past 10 years, to be conducted in each county identified in the SSN verification check).

Employment Verification Check – means an inquiry and verification of the last 7 years prior employment through confirmation from employer(s) or employer reporting systems of dates and titles.

Credit Check – means obtaining a credit report on key financial personnel as determined by the Board.

Social Security Trace Check (“SSN Ver”) – means obtaining confirmation that the social security number reported by applicant is a valid number.



## ***5.00 NEPOTISM / OFFICE ROMANCE POLICY***

While the Tampa Hillsborough Homeless Initiative encourages you to recommend friends and family for appropriate employment opportunities, you may not participate in the selection, hiring, supervision, performance review or compensation decisions of or for, any person who is a member of your family or household and is an applicant for employment with, or employed by, the organization.

You must avoid situations in which a supervisor is involved in any type of romantic relationship with a subordinate, regardless of whether the supervisor directly manages the subordinate employee.

- If a romantic relationship between a supervisor and subordinate develops, the employees are required to report the relationship to the CEO.
- The Tampa Hillsborough Homeless Initiative reserves the right to place one of the employees outside the supervisor/subordinate relationship.
- Supervisors and subordinates who begin or engage in such a relationship without promptly reporting or disclosing it in accordance with this policy will be subject to disciplinary action, up to and including termination.
- Supervisors at all levels are expected to refrain from excessive socializing with subordinates on an ongoing and consistent basis.



	<b>5.01 PROBATIONARY PERIOD POLICY</b>
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The first ninety (90) days of employment are designated as a probationary period for all employees.

During the probationary period, employees may be terminated for any reason without notice or severance pay. The employee also may resign without notice during the probationary period.

The probationary period is intended to be a trial period for both the employee and the Tampa Hillsborough Homeless Initiative.

Employees who transfer to another position within the organization will be placed on probation for 90 days. If unable to perform in the new position, the employee will be given the opportunity for a position in the former capacity, if available, or the chance to apply for another opening for which the employee is qualified, or be terminated.

The CEO may place on probation any employee who is not performing his/her work satisfactorily. This probation may be up to 90 days in length and must be stated in writing. The employee who does not meet the requirements stated in the probation notice will be terminated.

### **Training**

Training outside of normal on-the-job training will be made available within the limits of annual budgets. The Tampa Hillsborough Homeless Initiative will assist with the cost of specific training including books, travel, lodging, and food (exclusive of alcoholic beverages) within reasonable limits. Requests for training expenditures must have the CEO's prior written approval and are subject to the availability of funds.

	<b>5.02 HOURS OF WORK POLICY</b>
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**Hours of Work**

Non-shift, full-time personnel will normally work five (5) days a week, 8 hours a day from Monday through Friday. Although office hours are generally between 8:30 a.m. to 5:00 P.M, staff may work their 8 hour shift between 7:30 a.m. and 6:30 p.m., with approval from their supervisor. Staff may take either ½ hour or 1 hour for lunch. For example, an employee may work from 8:30 a.m. to 5:00 p.m. with 30 minutes for lunch. Alternatively, an employee can take one hour for lunch and work from 8:30 a.m. to 5:30 p.m.

	<b>5.03 CODE OF CONDUCT &amp; ETHICS POLICY</b>
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**Overview**

This Code of Conduct and Ethics policy (“Policy”) applies to Tampa Hillsborough Homeless Initiative officers, directors, and employees.

The Tampa Hillsborough Homeless Initiative requires that employees and Board members uphold, promote and demand the highest standards of conduct. Accordingly, all employees and Board members are to maintain the highest standards of personal integrity, honesty, ethics and fairness in carrying out their duties. All employees and Board members are expected to avoid any improprieties in their roles as non-profit employees, and never use their positions or powers for personal gain while adhering to legal, moral and professional standards of conduct in the fulfillment of their responsibilities.

**Confidentiality and Privacy**

In the course of work, employees and Board members may have access to proprietary or confidential information regarding the organization, its clients, its operations, its suppliers or even co-workers. Employees and Board members shall demonstrate extreme sensitivity in the issuance and management of information by insuring that all information relating to clients is kept confidential and used only for those purposes specified by the laws and regulations governing the services provided. Clients must be informed fully about the limits of confidentiality in a given situation, the purpose for which information is obtained and how it may be used. Employees and Board members shall not knowingly sign, subscribe to, or permit the issuance of any statement, report or document which contains any misstatement or which omits any material fact while being sensitive and responsive to inquiries from the public, clients, customers and the media, within the framework of Tampa/Hillsborough Continuum of Care (“THCoC”) policies.

**Conflict of Interest**

Employees and Board members are expected to avoid situations that create an actual or potential conflict. Employees and Board members must avoid any activity, agreement, business investment or interest that could be in conflict with the organization’s interests or could interfere with their duty and ability to serve the Tampa

Hillsborough Homeless Initiative as well as possible. Personal, financial or romantic involvement with a client, supplier, resident or subordinate employee of the organization, which impairs the employee or Board member's ability to exercise good judgment on behalf of the Tampa Hillsborough Homeless Initiative, creates a conflict of interest. Inappropriate romantic or personal relationships also can lead to supervisory problems, possible claims of sexual harassment and morale problems.. Whenever an employee or Board member elects (or plans) to engage in an activity or relationship outside the Agency that "may be in conflict with" or "may impact upon" business (such as outside employment), the member agency shall report such activity to the CEO, who may instruct the employee or Board member to complete a Conflict of Interest Statement. Such statement shall be reviewed by the CEO. An employee or Board member found to be engaging in activities determined to be in conflict with Tampa Hillsborough Homeless Initiative business shall be advised not to pursue (or to discontinue immediately) such activities.

### **General Principles of Ethical Conduct and Member Agency Responsibility**

- Employees and Board members shall demonstrate the highest ideals of honor and integrity in all public and professional relationships to merit the respect, trust and confidence of other public officials, clients, customers, fellow employees and Board members, and the general public.
- Employees and Board members will always deal fairly with clients and co-workers, handling all complaints courteously, admitting errors and /or mistakes, making adjustments promptly, and recognizing and respecting the rights of clients and agencies.
- Tampa Hillsborough Homeless Initiative business will be conducted in manner that reflects the highest standards and in accordance with federal, state, and local laws and regulations.
- Employees and Board members shall be responsible for maintaining their own competence and for enhancing the competence of their co-workers by promoting excellence in professional service.

### **Impartiality**

Employees and Board members shall act impartially and with integrity in all professional relationships by:

- Not discriminating in provision of services.
- Not knowingly being a party to or condoning any illegal or improper activity.

- Not directly, or indirectly, seeking or accepting personal gain which would influence, or appear to influence, the conduct of their duties.
- Not exploiting professional relationships for personal or professional gain.
- Not using public property or resources for personal gain.
- Not accepting fees, gifts or other valuable items in the course of performing the duties and responsibilities of their position, or in connection with such fees, gifts or other valuable items given them by any person in hope or expectation of receiving a favor or better treatment than accorded other persons.
- Being alert to the influences and pressures that interfere with the professional discretion and impartial judgment required for the performance of professional functions.
- Employees and Board members shall maintain an active interest in matters pertaining to the public welfare.

### **Review Process**

Employees and Board members should report any violations of this policy, or any violations of laws, rules or regulations to the CEO of the Tampa Hillsborough Homeless Initiative. The Tampa Hillsborough Homeless Initiative will investigate any such report, and take appropriate corrective action, if warranted. Retaliation against an employee or Board member who reports violations of such conduct in good faith will not be tolerated. If an employee or Board has any questions about the ethics of a situation, he/she is encouraged to consult with the CEO. All issues will be kept confidential, within legal requirements.

### **Disciplinary Action**

Appropriate disciplinary action up to and including termination will be taken against individuals found to have violated this Code of Conduct and Ethics Policy. In addition to disciplinary action, civil and/or criminal penalties may be sought.

	<b>5.04 HARASSMENT POLICY</b>
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The Tampa Hillsborough Homeless Initiative prohibits harassment and intimidation in the workplace. This includes sexual and nonsexual harassment.

The Federal government's Equal Opportunity Commission defines sexual harassment as follows: "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
- Such conduct has the purpose or effect of unreasonably intimidating, hostile, or offensive work environment."

Sexual harassment can also be described as any repeated or unwarranted verbal or physical sexual advance, sexually oriented statements, or sexual remarks made by someone in the workplace that are offensive or objectionable to the recipient, cause the recipient discomfort or humiliation, or interfere with the recipient's job performance. (Examples of sexual harassment include, but are not limited to, whistling, jeering, suggestive touching, suggestive gestures or comments, or the posting/displaying of sexually oriented materials.)

The Tampa Hillsborough Homeless Initiative prohibits sexual harassment in the workplace. It is our policy that any established incidents of sexual harassment by an employee will result in immediate and severe disciplinary action, including possible termination. Furthermore, it is the responsibility of every employee to bring to the organization's attention any evidence of sexual harassment so that the matter can be investigated and appropriate action taken.

An employee who believes he or she has been unlawfully discriminated against or sexually harassed by a supervisor or agent of the Tampa Hillsborough Homeless Initiative, co-worker, or non-employee in a work-related situation should promptly report the facts of the incident(s) and the name(s) of the individual(s) involved to his or her immediate supervisor or, in the alternative, to the CEO. The CEO will promptly investigate all such claims, and take appropriate disciplinary action.

Any questions concerning this policy may be directed to the CEO (or the Chairman of the Board should if the alleged perpetrator be the CEO). All appeals may be submitted to the Board for review.

The Tampa Hillsborough Homeless Initiative will maintain records and information assuring compliance with this policy

The Tampa Hillsborough Homeless Initiative will in all solicitations or advertisements for employees placed by or on behalf of the organization state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, handicap or marital status.

The Tampa Hillsborough Homeless Initiative will send, to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice advertising the labor union or worker's representative of the organization's commitments under this assurance, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The Tampa Hillsborough Homeless Initiative will maintain records and information assuring compliance with these requirements and shall submit to appropriate parties, timely, complete and accurate compliance reports at such times and in such form containing such information as the responsible official or his designee may determine to be necessary to enable him to ascertain whether the Coalition has complied or is complying with these requirements. The Tampa Hillsborough Homeless Initiative will permit access to its books, records and accounts for purposes of investigation to ascertain compliance with such rules, regulations and orders. In general, the organization and subcontractors will have available racial and ethnic data showing the extent to which members of minority groups are beneficiaries under these contracts.

The Tampa Hillsborough Homeless Initiative agrees that in the event of the any non-compliance with the nondiscrimination clauses of a contract or with any of such rules, regulations or orders, a contract may be cancelled, terminated or suspended in whole or in part.

	<b>5.05 CONDUCT AND DISCIPLINE POLICY</b>
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**Conduct in General/Conflicts of Interest**

The professional behavior of employees at the Tampa Hillsborough Homeless Initiative should reflect favorably on the employees and the organization. Employees must not use their position with the Tampa Hillsborough Homeless Initiative for private gain or to give preferential treatment to any person or organization. It is important for employees to maintain impartiality when conducting official business.

In all dealings with Community Service Organizations, employees must guard against even the appearance of impropriety in order to protect the integrity of the programs. Therefore, employees must not accept personal gifts or favors from people who do business or want to do business with the Tampa Hillsborough Homeless Initiative. In the event that a conflict or apparent conflict is brought to the attention of the Board, the Board shall take whatever disciplinary action it deems appropriate under the circumstances.

**Excessive Absenteeism/Tardiness – (Disciplinary)**

Excessive absenteeism, for whatever cause, may be considered reason for disciplinary action.

Failure to report for work as scheduled for a period of one (1) day without notification will be considered job abandonment and cause for automatic termination.

The HR/Finance Manager will be responsible for auditing attendance. Consistent tardiness will result in disciplinary action.



## **Progressive Discipline/Corrective Action Procedures**

At times, use of disciplinary action becomes necessary. The policy of the Tampa Hillsborough Homeless Initiative is to establish effective and consistent procedures for responding to violations of organizational policies and other disciplinary problems. This policy provides general guidelines, not mandatory rules for the organization to follow in every case. *The Tampa Hillsborough Homeless Initiative retains the right and flexibility to take appropriate action in each case, depending on the particular circumstances present.*

The disciplinary actions may include:

- oral warning
- written warning
- suspension
- dismissal/termination

An oral warning is usually the first step in the disciplinary procedure for a minor offense. Such a warning should describe for the employee the details of the offense, why it is a problem, the required corrective action and the consequences should the offense be repeated. The CEO should retain a record of the oral warning.

A written warning is the next action, which should be taken should the oral warning not correct the problem or if the offense is serious enough to warrant stronger initial action. Such a warning must inform the employee of the violation, the required corrective action and the consequences should the employee repeat the violation. The employee should sign the written warning. The employee may protest the warning through the Grievance Procedure. If no other problems requiring disciplinary action are exhibited, the employee may request that the written warning be removed from the personnel file after five years.

A suspension is a period of forced absence from the job with or without pay. It normally occurs if the employee has failed to take corrective action in response to a written warning. However, a suspension may be the initial disciplinary action for serious violations. The suspension should be in writing and requires the approval of the CEO. The suspension should state the reason for and length of suspension. The suspension may not exceed ten regular eight-hour working days or the shift equivalent. The employee may appeal the suspension through the Grievance Procedure.

Dismissal may be used for serious or uncorrected offenses. The employee may contest the dismissal through the Grievance Procedure.

### **Minor Offenses**

The following nonexclusive list identifies certain problems that usually warrant an oral or

written reprimand. However, repetition of these problems will dictated more serious measures.

- Absenteeism or tardiness
- Failure to call in on time to let your supervisor know that you will be absent or late
- Quitting work early
- Failure to follow management request.
- Violating a safety rule or practice
- Poor job performance (if initial attempts to correct job performance fails, and performance worsens, this will become a major offense)
- Acceptance of gifts or favors
- Careless use of and/or abuse of property

### **Major Offenses**

The following nonexclusive list sets forth certain kinds of problems that will usually require suspension or dismissal.

- Gross neglect of duty
- Refusing to do an assignment (unless it endangers health and safety of employee or others)
- Careless conduct which threatens the safety or causes harm to the employee or others
- Use of position in organization for personal gain or benefit of friends or acquaintances
- Incompetence or inefficiency in the performance of job duties
- Theft or intentional destruction of Agency property
- Intentional falsification of Agency records
- Conviction of a felony where it affects the performance of job duties or is injurious to the Agency
- Acceptance of gifts or favors
- Reporting to work impaired due to the use of alcohol or non-prescribed drugs
- Sexual or non-sexual harassment

### **Termination of Employees for Cause**

Unless a written and signed employment agreement exists, all employees of the Tampa Hillsborough Homeless Initiative are employees at will and may be terminated at any time with or without cause.

	<b>5.08 SMOKING POLICY</b>
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Smoking is not allowed on the premises of the Tampa Hillsborough Homeless Initiative, with the exception of outdoor areas, away from entry doors.

	<b>6.0 EMPLOYEE INSURANCE BENEFITS</b>
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**A. GROUP INSURANCE PLANS**

All non-temporary full-time employees are eligible to participate in the organization's group health/dental/vision and life insurance plans. These benefits will become available the first of the month after 30 days of service.

All employees must enroll in the insurance program or waive participation. This must be done during the insurance grace period or their participation will be waived.

If applicable, payroll deductions will be arranged with the Tampa Hillsborough Homeless Initiative to pay for contributory coverage.

Please refer to insurance booklets regarding coverage and consult with the CEO regarding premiums.

When an employee returns from any type of leave of absence and the employee has dropped or the organization has dropped any of the coverage the employee was originally eligible for, the employee will be eligible for reinstatement for those coverage's effective the first (1<sup>st</sup>) of the month following the employee's return to work, providing it is within one year of the last date worked. If more than one year has passed prior to the employee's return, the employee must obtain a Health Statement from a physician. This will be submitted to the insurance carrier and the employee's coverage will be subject to the carrier's approval.

An employee who was eligible for insurance benefits previously and is rehired less than one 1 month after termination will have insurance effective the first (1<sup>st</sup>) of the month following the date of rehire.

If an employee is rehired after one (1) month of termination, a new waiting period must be satisfied.

When an employee terminates, insurance coverage may terminate on that date in which the termination occurs, or at the end of that month. Employees are eligible for a State COBRA conversion.

Claim forms are supplied by the Administration Department. The employee is responsible for submitting all claims.

	<b>6.01 ABSENCE FROM WORK/PAID TIME OFF POLICY</b>
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A. Absence From Work

Absences from regularly scheduled work days generally fall within the following types of absences:

1. Paid Time Off (*policy 6.01*);
2. Holidays (*policy 6.02*);
3. Leave of Absence (*policy 6.03*);
4. Family Medical Leave (*policy 6.04*).

B. Procedure for Absences from Work.

Employees unable to report to work must notify the CEO. This should be done as far in advance of the start of the workday, or by 9 a.m. Failure to notify the CEO will be considered as an unexcused absence and may be grounds for disciplinary action.

Failure to report to work as scheduled for a period of one (1) day without notification will be considered job abandonment and cause for automatic termination.

Upon illness or emergency situations when prior approval is impossible to obtain, the Tampa Hillsborough Homeless Initiative requires employees to notify the CEO of their absence as soon as possible after the workday begins.

If an employee is absent without notifying the CEO and obtaining authorized leave, the organization will consider the employee to have resigned. If the organization finds extenuating circumstances however, the CEO may grant leave with or without pay to cover the absence.

C. Paid Time Off ("PTO")

The purpose of PTO is to provide employees with a benefit of flexible paid time off from work that can be used for such needs as vacation, personal/family illness, doctor appointments, school activities, volunteerism, etc.

PTO shall be earned as follows:

Temporary, part time or intern employees do not earn PTO. Full Time employees shall accrue PTO bi-weekly in hourly increments based on their length of service as defined below:

Years of Service:

- 1-2: 144 working hours per year, earned at a rate of 2.7693 hours for each full work week in a calendar year.
- 3-4: 152 working hours per year, earned at a rate of 2.9231 hours for each full work week in a calendar year.
- 5-6: 160 working hours per year, earned at a rate of 3.077 hours for each full work week in a calendar year.
- 7-8: 168 working hours per year, earned at a rate of 3.2308 hours for each full work week in a calendar year.
- 9-10: 176 working hours per year, earned at a rate of 3.3847 hours for each full work week in a calendar year.
- 11-12: 184 working hours per year, earned at a rate of 3.5385 hours for each full work week in a calendar year.
- 13-14: 192 working hours per year, earned at a rate of 3.6924 hours for each full work week in a calendar year.
- 15-16: 200 working hours per year, earned at a rate of 3.8462 hours for each full work week in a calendar year.
- 17+: 208 working hours per year, earned at a rate of 4.0 hours for each full work week in a calendar year.

PTO is added to the employee's PTO bank when the bi-weekly paycheck is issued. PTO taken will be subtracted from the employee's accrued time bank in one hour increments.

Eligibility to accrue PTO during a bi-weekly pay period is contingent on the employee either working, on Leave, or utilizing accrued PTO during the period. PTO is not earned in pay periods during which unpaid leave, short or long term disability leave or workers' compensation leave are taken.

To take PTO requires two (2) days of notice to your supervisor/the CEO unless the PTO is used for legitimate, unexpected illness or emergencies. (Use the Paid Time Off form to request PTO.) In all other instances, PTO must be approved by the employee's supervisor in advance. As much notice as possible when you know you expect to miss work for a scheduled absence is highly appreciated.

#### D. Paid Time Off (PTO) Exceptions

- Employees who miss more than three consecutive unscheduled days, may be required to present a doctor's release to the Human Resources department that permits them to return to work.
- PTO taken in excess of the PTO accrued can result in progressive disciplinary action up to and including employment termination. This time will be unpaid. PTO accrued prior to the start of a requested and approved unpaid Leave must be used to cover hours missed before the start of the unpaid leave.
- Under the Family and Medical Leave Act policy (policy 6.04), all accrued PTO time is applied first before application of unpaid FMLA.

- Unscheduled absences, due to illnesses of four hours or more, that result in consecutive days absent from work, are considered one absence incident in relationship to potential disciplinary action.

Progressive disciplinary action relative to incidents of absenteeism is administered on a rolling 12 month calendar as follows:

- One - three incidents: No disciplinary action - Supervisory coaching
- Fourth incident: Verbal warning with a documented coaching session
- Fifth incident: Written warning in the employee's file
- Sixth incident: Employment termination

An employee who receives a second written warning in a rolling 24 month time period will have his or her employment terminated.

- An employee who has used all of his or her FMLA and Short Term Disability benefits, and is still unable to return to work, will have his or her employment terminated.
- Any employee who misses two consecutive days of work without notice to their supervisor may be considered to have voluntarily quit their job.

#### E. Carryover of PTO

Each employee may carry 40 hours of accrued PTO over into a new fiscal year. Employees are responsible for monitoring and taking their PTO over the course of a year so that they do not lose time accrued when the current calendar year ends. (PTO is subject to supervisory approval and not every employee can take accumulated time in December; the company must continue to serve others.) If extenuating business circumstances prevented the employee from taking scheduled PTO, this PTO may be carried over and taken in the first half of the next calendar year with the approval of the department head and CEO.

Employees are paid for the PTO they have accrued at employment end. If an employee has used PTO time not yet accrued, and employment terminates, the PTO taken is deducted from the final paycheck. Employees who give two weeks' notice of employment termination must work the two weeks without utilizing PTO.

Employees who are rehired will receive credit for former time worked and accumulate current PTO for the combined time.

	<b>6.02 HOLIDAY BENEFIT POLICY</b>
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All non-temporary, full-time employees are eligible for the following paid holiday benefits.

If an employee is scheduled to work the day before and/or the day after the holiday, the employee must work these days to be eligible to receive the holiday pay. If the employee does not work the scheduled day before and/or the day after the holiday and does not have an excused absence, pay for that holiday will be denied, and the employee will forfeit that holiday benefit.

Employees may not carry over unused personal holidays from one calendar year to the next and will, therefore, forfeit them without compensation.

The Tampa Hillsborough Homeless Initiative follows the designation of holidays consistent with the government of Hillsborough County, namely:

- New Years Day
- Martin Luther King Jr. Day
- Memorial Day
- Independence Day/Fourth of July
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve
- Christmas Day

Employees may be granted time off to observe religious holidays, (above and beyond what is already recognized) provided that a request is submitted to the CEO prior to the religious holiday, and if said request is approved. In such situation the employee will be required to use any unused vacation time, which has accrued.



	<b>6.03 UNPAID LEAVE OF ABSENCE POLICY</b>
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All full-time employees are eligible for a leave of absence ("leave"), as defined in this policy.

Subject to any applicable legal restrictions, requests for a leave will be considered on the basis of the employee's length of service, performance, responsibility level, the reason for the request, and the organization's ability to obtain a satisfactory replacement during the time the employee would be away from work. However, these considerations shall not prevent an employee from receiving a Leave that is required by law.

The employee's supervisor and the CEO must approve in advance any leave from work. The CEO will explain to employees the procedure for requesting and approving leaves. Failure to receive appropriate leave authorization prior to taking leave will be grounds for disciplinary action. No payment will be made for unauthorized leave time.

Employees seeking detailed information concerning the status of employee benefits during a specified type of leave should contact the CEO.

**Scheduling Leave**

The CEO will determine the scheduling of any leave time with regard to the employee's preference and the needs of the Tampa Hillsborough Homeless Initiative.

## **MEDICAL LEAVE FOR NON-OCCUPATIONAL DISABILITIES**

Any employee who is temporarily disabled and unable to work due to a personal injury may submit a request for medical leave or illness, including a pregnancy related disability. Medical leaves of absence will be granted in writing for the period of the illness or disability, provided such period shall not exceed three (3) months. Medical leaves may be extended beyond three (3) months with the written approval of the CEO.

Employees will continue to accrue all benefits (PTO during the first 30 days of an approved Leave. However, no tenure or benefits will accrue after 30 days if the employee is still on Leave. Employees returning from a Leave will be reinstated without a loss of seniority earned prior to the commencement of their Leave.

Payment of benefits, such as vacation or sick leave, will be coordinated with short-term and long-term disability and other benefits in an effort to minimize the impact of a Leave for both the employee and the Tampa Hillsborough Homeless Initiative. Accrued PTO benefits may be paid during a Leave will be reinstated without loss of seniority earned prior to the commencement of their leave.

It is the employee's responsibility to provide the CEO with all of the following information in writing as soon as possible prior to the leave.

- The reason the Leave is being requested.
- The anticipated dates of the Leave will begin and end.
- A physician's statement or other medical proof acceptable to the Coalition indicating the nature of the disability.
- Periodic updates to the employee's supervisor at least every 30 days concerning the employee's status and expected date of return.
- Immediate notification of the employee's supervisor of a need to change the duration of the Leave.
- If an employee desires a Leave for elective medical procedures, he/she must submit a request for a Leave at least two weeks prior to the date he/she wishes such a Leave to commence.
- A current address where employee can be reached after the leave period is over. If the Coalition receives no response 6 days after mailing a registered letter to last known address, employee will be considered to have voluntarily terminated, effective immediately.

Before returning to work following a Medical Leave, an employee must submit a physician's verification acceptable to the Tampa Hillsborough Homeless Initiative stating the employee's ability to return to work and the date that he/she is able to return.

## **MEDICAL LEAVE FOR OCCUPATIONAL DISABILITIES**

A Leave shall be granted upon written request to any full-time or part-time employee who sustains a work-related disability. A Leave for a work-related disability shall be extended to the employee for the duration of the work-related disability.

Employees will continue to accrue all benefits (PTO.), during the first 30 days of an approved Leave. However, no tenure or benefits will accrue after such 30 days if the employee is still on Leave.

Employees returning from a Leave will be reinstated without loss of seniority earned prior to the commencement of their leave. Employees returning from a Leave will be given credit for any probationary period or any portion thereof completed prior to the commencement of the Leave.

Benefits for a Leave for a work-related disability will be coordinated with the Workers' Compensation, Short-Term and Long-Term Disability, and any other benefits provided to the employee in an effort to minimize the impact of the leave for both the employee and the Coalition.

Notification requirements for a Medical Leave for Occupational Disabilities are the same as those for medical leaves for non-occupational disabilities (*see Medical Leave for Non-Occupational Disabilities*).

The Tampa Hillsborough Homeless Initiative will retain employees on an extended Leave for work-related disabilities until one of the following situations takes place:

- The employee is released for full or partial duty.
- The Coalition receives medical evidence satisfactory to it that the employee will be unable to return to work.
- The employee directly or indirectly informs the organization (i.e. by accepting other employment, moving out of state, etc.), that he/she does not intend to return.

Before returning to work following a Leave for a work-related disability, an employee must submit a physician's verification acceptable to the Tampa Hillsborough Homeless Initiative stating the employee's ability to return to work and the date that he/she is able to return.

## **PERSONAL LEAVE**

A Personal Leave without pay may be granted for a reasonable period of time up to 30 days. The Leave may be extended for a reasonable period of time due to special circumstances, as determined on an individual basis by the CEO.

Requests must be submitted in writing and must be approved in writing by the employee's Supervisor and the CEO. Requests for extensions of leaves must be submitted in writing and approved in writing by the CEO.

## **MILITARY LEAVE**

An employee who leaves their position to enter military service in time of war or any period of national emergency as declared by the President of the United States in connection with national defense or by reason of being drafted, shall be carried on the employment rolls in a military Leave status.

Upon their honorable discharge from military service, they shall be entitled to be restored to their same position or to a position equally acceptable to them for which they are qualified, provided they apply for reemployment within ninety (90) days after their discharge or before the expiration of any statutory right to reemployment, if later.

Military Leave with pay, in accordance with the number of calendar days each calendar year permitted by existing state and Federal law, will be granted to employees who are a reservist of the Armed forces or members of the National Guard engaged in active duty, training, or military aid to enforce the law.

Except as otherwise required by law, individuals on military Leave are not eligible for benefits coverage while on leave.

## **PARENTAL LEAVE**

An unpaid leave for maternity purposes may be granted to employees.

An employee will be allowed to utilize sick Leave for the purpose of taking a Leave due to their pregnancy, upon presentation of a letter from their physician stating the last day they should work and the first day they are to return to work after the birth of the child.

If this leave is greater than the employee's PTO available, the difference will be then a leave without pay.

In no case shall maternity leave exceed ninety calendar days without further justification from the employee's physician of record. This justification must specifically state the reason or reasons for a leave greater than ninety days.

The non-biological parent of a baby in their household may be granted up to four calendar weeks leave after the birth of the baby. This leave may be granted in the type and order as in maternity leave, with the use of PTO, then, if necessary, leave without pay.

## **JURY DUTY**

Summons. A summons or subpoena must be legally served and may be for serving as a witness or for jury duty. All employees when actually summoned shall immediately inform the CEO.

Reimbursement. The pay of any exempt employee who has received a subpoena for jury duty or as a witness will continue at the regular rate. All reimbursements received shall be turned over to the Tampa Hillsborough Homeless Initiative to be credited against regular salary. The employee may retain payment by the court to the employee for travel expense at the prevailing rate.

### **WITNESS DUTY**

An employee who is required by law to appear in court as a witness may take unpaid time off for such purpose provided he/she provides the organization with reasonable advance notice.

An employee who appears, as witness, on behalf of the Tampa Hillsborough Homeless Initiative will be paid for such time.

### **BEREAVEMENT LEAVE**

Up to four (4) days off without loss of pay may be allowed to an employee who has completed 90 days of employment before the death to arrange for and/or attend the funeral of Immediate Family members or others that are approved by the CEO.



**ACKNOWLEDGEMENT & RECEIPT OF  
EMPLOYEE POLICY MANUAL**

**Acknowledgement and Receipt of the Tampa Hillsborough Homeless Initiative  
Policy and Procedure Manual**

As an employee of the Tampa Hillsborough Homeless Initiative., I hereby acknowledge that I have read and received a copy of the employee handbook.

**I UNDERSTAND THAT I AM AN EMPLOYEE AT WILL AS DEFINED IN THE HANDBOOK AND THAT THE HANDBOOK IS NOT A CONTRACT OF EMPLOYMENT.**

I understand that my employment with Tampa Hillsborough Homeless Initiative is a voluntary one and is subject to termination by me or the organization at will, with or without cause, and with or without notice at any time.

As an employee, I agree to abide by and follow the policies and procedures as stated in the handbook.

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Employee's Signature

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Date

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Printed Employee's Name

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Witness

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Wednesday, November 13, 2013 3:10 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf1.com; Jim Shimberg; Joe Clark; John McKibbon; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; irenew@thaf1.com; Kassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Meeting Minutes  
**Attachments:** Nov 11 Meeting Notes.docx; THHI Board Roster.docx; THHI Committees.docx

THHI Board,

The 100% attendance at Monday's Board meeting and Retreat speaks volumes about your interest and commitment to end homelessness in Tampa and Hillsborough County. We did not have a chance to properly thank Tod for hosting the meeting. Our consultants said it was the "coolest" place they had ever met in, in any community.

Attached are the notes of Monday's meeting for your review, while the meeting is fresh in your minds, along with the composition of committees.

I have also attached a revised Board roster, since Mary Lynn's contact information was not correct.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

September Meeting Notes  
**THHI Board of Directors Meeting**  
**Meeting November 11, 2013 @ 11:00 a.m.** at Tampa Bay Times Forum  
**Members Present:** Mike Merrill, Sandy Murman, Thom Snelling, Tod Leiweke, David Reed, John McKibbin, Joe Clark, Jim Shimberg, Emery Ivery, Grace Posada, joined by Board nominees Mindy Murphy, Mary Lynn Ulrey and Jerome Ryans. Guy King arrived after the election of officers.  
**Members Absent:**  
**Staff:** Maria Barcus, CEO  
**Other:** Consultants Patrick Wigmore, Corporation for Supportive Housing, Connie Hill, Collaborative Solutions

<b>Discussion &amp; Actions Taken</b>	
<b>Items not Requiring Official Board Action</b>	<p>Maria Barcus opened the meeting with items not requiring official Board action to allow additional time for Board members to arrive. She asked everyone to fill out a form with alternative meeting dates for the next six months, put their names on it and turn them in.</p> <p>The logo selected by the design consultants was shown to the group. Several Board members would like the colors to match the County's logo colors – a brighter red and yellow. The designers will be asked to make the change. After discussion, a consensus was reached to utilize the name alone in block letters in black and white until the main launch of the new organization in February.</p> <p>On motion, duly seconded and unanimously passed, Mindy Murphy and Mary Lynn Ulrey were appointed to the Board as service providers and Jerome Ryans was appointed as an additional member.</p> <p>On motion, duly seconded and unanimously passed David Reed was elected President            On motion, duly seconded and unanimously passed Jim Shimberg was elected Secretary            On motion, duly seconded and unanimously passed Emery Ivery was elected Treasurer            On motion, duly seconded and unanimously passed Joe Clark was elected Vice-President</p> <p>On motion, duly seconded and unanimously passed the Banking resolution was approved, as modified to (1) replace Homeless Coalition of Hillsborough County with Tampa Hillsborough Homeless Initiative and (2) adding at the end of the second bullet, "except for monthly expenses approved by the Board of Directors in advance." (Revised resolution attached)</p> <p>On motion, duly seconded and unanimously passed, the Board approved issuance of reimbursement checks to Tampa Crossroads, with two staff signatures.</p> <p>All written communications with the Board, including emails, texts, and tweets, are public information and should be treated as such.</p>
<b>Appointment of New Board Members</b>	
<b>Election of Officers</b>	
<b>Banking Resolution</b>	
<b>Public Information Policy</b>	



**Agenda Item**

**Discussion & Actions Taken**

**Budget for Oct. 1, 2013 to September 30, 2014**

The Finance Committee was established consisting of Emery Ivery, Treasurer, as Chair, Mary Lynn Ulrey, Bonnie Weiss, and the Chief Financial Officers of The Spring and the Tampa Housing Authority. Review of the budget was referred to the Finance Committee.

**Policy Manual**

A committee consisting of Jim Shimberg, Mindy Murphy and Guy King was appointed to review the manual and the employee benefits contained therein. Mike Merrill offered to share a benefits analysis recently prepared for Hillsborough County.

**Certificate of Compliance City of Tampa**

On motion, duly seconded and unanimously approved the Certificate of Compliance was modified to change the name of the organization and approved.

**HUD funding cycle**

A committee composed of Joe Clark, Emery Ivery, Tod Leiweke, Mike Merrill, Sandy Murman and Thom Snelling was appointed to recommend policies for implementing the up-coming HUD funding cycle. The Notice of Funding Availability (NOFA) has not been issued, but once it is the process must take place very quickly.

**Adjourned**

The meeting was adjourned at approximately 2:00 p.m.

**TAMPA HILLSBOROUGH HOMELESS INITIATIVE**

**COMMITTEES**

**November 11, 2013**

**EXECUTIVE COMMITTEE** (Est. in Bylaws)

David Reed, President  
Joe Clark, Vice President  
Jim Shimberg, Secretary  
Emery Ivery, Treasurer

**HUD APPLICATION COMMITTEE** (Edi Erb)

Joe Clark  
Emery Ivery  
Tod Leiweke  
Mike Merrill  
Sandy Murman  
Thom Snelling

**FINANCE COMMITTEE** (Cathy James)

Emery Ivery, Treasure, Chair  
Mary Lynn Ulrey  
Bonnie Weiss, Chief Financial Administrator, Hillsborough County  
Craig Chamberlin, The Spring  
Andy Libby, Tampa Housing Authority

**POLICY MANUAL/EMPLOYEE BENEFITS** (Maria Barcus)

Jim Shimberg  
Guy King  
Mindy Murphy

**COMMUNICATIONS/BRANDING COMMITTEE** (Lesa Weikle)

Guy King  
Grace Posada  
Jerome Ryans  
Tod Leiweke (launch events)



## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Thursday, December 05, 2013 2:42 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf1.com; Jim Shimberg; Joe Clark; John McKibbon; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; irenew@thaf1.com; Cassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** THHI Board Meeting Materials  
**Attachments:** Dec 10 2013 Board Meeting Agenda (2).docx; Nov 11 Meeting Notes.docx; HUD Funding Cycle December 10, 2013.pdf; Finance Committee Report to the Board 12 02 2013.docx

Dear Board members,

David Reed is requesting that all Board members review the Board packet in advance, since there will not be enough time to read them during your one-hour Board meeting.

The NOFA documents are implementing major changes to the HUD-funded system, including re-allocating over \$2 million and establishing performance measures and outcomes for all funded projects. I suggest you focus on the two-page summary at the beginning, which will guide you through the rest of the documents.

Thank you in advance for taking the time to do this.

Maria

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

September Meeting Notes  
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**Members Absent:**  
**Staff:** Maria Barcus, CEO  
**Other:** Consultants Patrick Wigmore, Corporation for Supportive Housing, Connie Hill, Collaborative Solutions

**Agenda Item** **Discussion & Actions Taken**

<p><b>Items not Requiring Official Board Action</b></p>	<p>Maria Barcus opened the meeting with items not requiring official Board action to allow additional time for Board members to arrive. She asked everyone to fill out a form with alternative meeting dates for the next six months, put their names on it and turn them in.</p> <p>The logo selected by the design consultants was shown to the group. Several Board members would like the colors to match the County's logo colors – a brighter red and yellow. The designers will be asked to make the change. After discussion, a consensus was reached to utilize the name alone in block letters in black and white until the main launch of the new organization in February.</p>
<p><b>Appointment of New Board Members</b></p>	<p>On motion, duly seconded and unanimously passed, Mindy Murphy and Mary Lynn Ulrey were appointed to the Board as service providers and Jerome Ryans was appointed as an additional member.</p>
<p><b>Election of Officers</b></p>	<p>On motion, duly seconded and unanimously passed David Reed was elected President  On motion, duly seconded and unanimously passed Jim Shimberg was elected Secretary  On motion, duly seconded and unanimously passed Emery Ivery was elected Treasurer  On motion, duly seconded and unanimously passed Joe Clark was elected Vice-President</p>
<p><b>Banking Resolution</b></p>	<p>On motion, duly seconded and unanimously passed the Banking resolution was approved, as modified to (1) replace Homeless Coalition of Hillsborough County with Tampa Hillsborough Homeless Initiative and (2) adding at the end of the second bullet, “except for monthly expenses approved by the Board of Directors in advance.” (Revised resolution attached)</p> <p>On motion, duly seconded and unanimously passed, the Board approved issuance of reimbursement checks to Tampa Crossroads, with two staff signatures.</p>
<p><b>Public Information Policy</b></p>	<p>All written communications with the Board, including emails, texts, and tweets, are public information and should be treated as such.</p>

**Discussion & Actions Taken**

**Agenda Item**

**Budget for Oct. 1, 2013 to September 30, 2014**

The Finance Committee was established consisting of Emery Ivery, Treasurer, as Chair, Mary Lynn Ulrey, Bonnie Weiss, and the Chief Financial Officers of The Spring and the Tampa Housing Authority. Review of the budget was referred to the Finance Committee.

**Policy Manual**

A committee consisting of Jim Shimberg, Mindy Murphy and Guy King was appointed to review the manual and the employee benefits contained therein. Mike Merrill offered to share a benefits analysis recently prepared for Hillsborough County.

**Certificate of Compliance City of Tampa**

On motion, duly seconded and unanimously approved the Certificate of Compliance was modified to change the name of the organization and approved.

**HUD funding cycle**

A committee composed of Joe Clark, Emery Ivery, Tod Leiweke, Mike Merrill, Sandy Murman and Thom Snelling was appointed to recommend policies for implementing the up-coming HUD funding cycle. The Notice of Funding Availability (NOFA) has not been issued, but once it is the process must take place very quickly.

**Adjourned**

The meeting was adjourned at approximately 2:00 p.m.

# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

December 10, 2013

Re: HUD Funding Application

## Actions Needed

1. Approve or amend the Reallocation Strategy (Attachment 1)
  - Review appeals filed
2. Approve or amend the Request for Proposals, including the application scoring criteria (Attachment 2, RFP; Attachment 3, Scoring Criteria for Renew Application; Attachment 4, Scoring Criteria for New Application)
3. Approve Program Models of Care, including Desired/Expected Outcomes (Attachment 5)
4. Appoint the application review committee

## Application Timeline

RFP Presented to CoC for Input	Thursday, December 5, 2013
Approval of the RFP by the Board	Tuesday, December 10, 2013
RFP Issued:	Wednesday, December 11, 2013
Technical Assistance Workshop	Friday, December 13, 2013 1:30 PM, Location TBD
Written Questions Due	Wednesday, December 18, 2013 5:00 PM
Response to Questions	Monday, December 23, 2013 4:00 PM
Deadline for Response to RFP:	Tuesday, December 31, 2013, 4:00 PM
Complete Review of Threshold Criteria	Friday, January 3, 2014
Orientation of Review Committee	Monday, January 6, 2014, Time and Location TBD
Delivery of Applications to Review Committee	Monday, January 6, 2014, During Orientation
Review Committee Meets	Monday, January 13, 2014, Time and Location TBD
Notice of Committee's Decision to Applicants	Wednesday, January 14, 2014
Last Day to Appeal	Friday January 17, 2014, 4:00 PM
Target Submittal Deadline to HUD	Friday, January 31, 2014
Deadline for Consolidated Application	Monday, February 3, 2014

## Funding Considerations

1. Total funding - \$6,095,353
  - Tier 1, relatively safe, equal to renewal amount less 5% - \$5,719,097
  - Tier 2, at risk, balance of renewal amount - \$376,256
2. New Projects can only be funded through reallocation of funds from existing projects. They must be for permanent supportive housing for the chronically homeless or for rapid rehousing for households with children living on the streets or in emergency shelter.

### Funding Considerations (cont'd)

3. The only other new application permitted is for the funding specifically available for planning costs, which must be submitted by the Collaborative Applicant (Tampa Hillsborough Homeless Initiative.)
4. Continuum evaluation will be used for two years. Last time Tampa Hillsborough scored in bottom 25%. Scoring determines likelihood of obtaining funding for Planning and for Tier 2 projects. Likely to become an increasingly important factor in the future.
5. Supportive Services Only Projects (SSO) must be in Tier 2 for CoC to receive 2 Bonus Points.

### Projects Recommended for Reallocation

See Attachment 6, 2013 Performance Evaluation of Existing CoC Funded Projects  
See Attachment 1, Reallocation Strategy

1. **Safe Place** – A 25-bed safe haven serving chronically homeless operated by Gracepoint. Total HUD funding: \$839,791. Per exit to permanent housing: \$21,533
2. **Supportive Services Only** – Must be placed in Tier 2 to receive 2 Bonus Points. Unlikely to be funded due to low priority by HUD within Tier 2. HUD goal is to transfer to non-HUD services funding or eliminate these projects altogether.
  - **Hope Program** – Operated by Gracepoint, it provides supportive services to 36 households with children and 12 single adults in scattered housing otherwise subsidized. HUD funding: \$295,333
  - **Drew Park SSO**- Operated by ACTS, it serves 24 disabled Veterans. HUD funding: \$133,334
  - **The Shop**- Operated by Gracepoint, it provides a drop-in center coupled with support services for 50 single persons in community housing. HUD funding: \$199,500
3. **Transitional Housing** - HUD recognizes that transitional housing can be an effective tool for addressing the needs of specific subpopulations, such as homeless youth, domestic violence survivors and the homeless with substance abuse issues. The preferred model for others is rapid rehousing, which produces better outcomes at less cost.
  - **Drew park Transitional Housing**- Operated by ACTS, serves 36 adults, 67% of them Veterans. Low utilization, low rate of placement in permanent housing. HUD Funding: \$403,035. Per exit to Permanent housing \$19,192.
  - **Volunteers of America Women's Program**- Operates 13 units within a larger complex for dually diagnosed women with children. Low utilization (78%) Total HUD Cost: \$263,356. Cost per exit to Permanent Housing: \$16,025.

### Projects Selected for Funding: Requirements

- Existing projects will compete with new projects. No project is guaranteed renewal.
- All funded projects will be required to comply with the Model of Care for the specific Program Type (Attachment 5, Models of Care).
- All funded projects will be required to accept referrals from the Coordinated Intake and Assessment System.
- Permanent Supportive Housing projects will be required to prioritize the chronically homeless as units turnover, adopt a Housing First model and to cooperate in conducting an evaluation of existing residents for placement in affordable community housing.
- Transitional Housing projects must adhere to Housing First principles, eliminating barriers to entry.



# ATTACHMENT 1

## TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE 2013 CONTINUUM OF CARE PROGRAM COMPETITION REALLOCATION STRATEGY

### INTRODUCTION

The U.S. Department of Housing and Urban Development (HUD) released the Notice of Funding Availability for the Fiscal Years 2013 and 2014 Continuum of Care Program Competition on Friday, November 22, 2013. The CoC Application, completed by the Collaborative Applicant with input from the CoC will cover a two-year period. (Project applications will need to be submitted each year.) The score received for the CoC Application will determine the order in which project applications submitted by the Collaborative Applicant are funded and will apply to funds requested for FY 2013 and FY 2014.

As HUD expected, funds appropriated for the Continuum of Care Program Competition are not sufficient to cover the expenditures of all renewal projects in 2013, and as such, the only new projects that are eligible for submission are those created with reallocated funding and the costs for a planning grant. HUD is encouraging CoCs to support renewal projects that are high performing, high priority, and that meet identified needs and gaps in the continuum, and to take advantage of the reallocation process to create new project applications. HUD is strongly encouraging CoCs to carefully review transitional housing models for cost-effectiveness, performance, and utilization and determine if rapid re-housing may be a better model.

All projects will be prioritized in two Tiers using CoC-approved scoring criteria and selection priorities. These Tiers are financial thresholds:

- Tier 1 is equal to the Annual Renewal Demand (ARD) for the Tampa / Hillsborough County CoC of \$6,020,102 less 5 percent, which equals \$5,719,096.90.
- Tier 2 is equal to \$376,256.10, which is the balance of the ARD and an additional \$75,251.00, dedicated specifically for a planning grant. Two bonus points are available for including all SSO projects in Tier 2.

Projects ranked in Tier 1 are considered relatively safe, while projects in Tier 2 are at risk. Projects in each Tier are funded based on the priority order established in the NOFA. Higher scoring applications have a better chance of being awarded funding for projects in both Tier 1 and Tier 2. Last year we scored in the bottom 25% of the CoCs funded.

HUD's homeless assistance programs are being measured in FY 2013 and FY 2014 by the objective to "end chronic homelessness and to move the homeless to permanent housing." To increase the potential for applications in Tier 2 to be funded the CoC application and project selection process must demonstrate the efforts by the community to address the following indicators:

1. The creation of new PSH beds for the chronically homeless.
2. The decrease in the number of the chronically homeless in the CoC's geography.
3. The increase of employment of the homeless residing in or exiting HUD homeless assistance projects.
4. The increase of the use of mainstream resources for the homeless residing or exiting from HUD homeless assistance projects.
5. The percentage of turnover in CoC Program-funded PSH not dedicated to the chronically homeless that will be prioritized to serve the chronically homeless.

6. The percentage of households with children served in rapid re-housing who came from unsheltered locations.

The proposed Reallocation Strategy will shift funds from selected renewal projects that are lower performing, underperforming, obsolete, ineffective, or superseded by evidenced based practices to be reallocated to support new permanent housing projects. This strategy places an emphasis on the policies prioritized by HUD and will help to increase the application score.

If the recommendations for reallocation are approved, the total amount available for new permanent supportive housing serving chronically homeless individuals and families, and rapid re-housing for households with children living on the streets or in emergency shelter, is \$2,134,349. The distribution of these funds for each type of project will be determined prior to the release of the Request for Proposals.

**CRITICAL DATES AND DEADLINES**

Reallocation Strategy Presented to Board HUD NOFA Committee	Tuesday, December 3, 2013
Recommendation of the Board HUD NOFA Committee Submitted to Agencies Impacted	Wednesday, December 4, 2013
Recommendation of the Board HUD NOFA Committee Presented to CoC for Input	Thursday, December 5, 2013
<b>Due Date for Responses by Agencies Impacted by Reallocation Strategy</b>	<b>Monday, December 9, 2013, 12 noon</b>
Approval of the Reallocation Strategy by the Board	Tuesday, December 10, 2013
RFP Issued for New and Renewal Applications	Wednesday, December 11, 2013

**AWARD PROCESS**

Within the rank order established by the CoC on the Priority Listings, HUD will first select projects from Tier 1 in the following order by CoC score:

1. Renewal permanent housing projects, RRH and PSH;
2. New PSH projects created through reallocation for 100 percent chronically homeless;
3. New rapid re-housing projects created through reallocation for homeless households with children;
4. Renewal transitional housing;
5. CoC planning costs;
6. UFA costs;
7. SSO projects for centralized or coordinated assessment system;
8. Renewal HMIS;
9. All other renewal supportive services only projects, and
10. Any project application submitted by the CoC that was not included in the HUD-approved GIW.

HUD will then select projects from Tier 2 with any remaining available funds following the same process and order as described for Tier 1.

## RECOMMENDATIONS FOR REALLOCATION

As the Collaborative Applicant, we have completed a comprehensive analysis of the performance of the existing projects. The proposed Reallocation Strategy is recommended to better meet the needs in the community and maximize our chances for receiving funds for all projects submitted.

- **Safe Haven.** Safe Place first opened in 1995 to provide a low demand environment to engage those homeless who were hardest to reach. While the percentage of persons moving to permanent housing at exit improved greatly since last year, the model has been superseded by the Housing First Model. The percentage of participants employed at exit or with other sources of income is below the national goals, the facility-based model is expensive, and people are not in their own housing. A recommended alternative is to implement an Assertive Community Treatment Team Model Program. Assertive Community Treatment is an evidenced-based permanent supportive housing program model that utilizes a team approach designed to provide flexible support services to persons living in community housing.
- **Supportive Services Only Projects.** There are three existing SSO Projects. To maximize the application score, it is recommended SSO projects be placed in Tier 2 for the 2 bonus points. A higher scoring application increases the chances of projects in Tier 2 being funded; however, there is still risk of not being funded. There are 8 other project types HUD will fund from Tier 2 across all CoCs before the SSO projects are funded. Reallocation provides more control of the funding and increases the likelihood of maintaining the resources to address homelessness.
  - **The Hope Program** provides the supportive services to eligible households placed in scattered site housing. There are an estimated 36 households with children and 12 single person households receiving support services. Some of these households are receiving rent subsidies through other programs. The percentage of persons maintained in permanent housing greater than 6 months is 78 percent just slightly below the performance goal of 80 percent. The project is operating well; however, as described, the project has a lower probability of being funded when it is ranked in Tier 2. It will be challenging to identify resources to replace these services if the program is reallocated; however, reallocating the project demonstrates a decrease in the reliance on HUD funding for services and increased use of mainstream resources, one of the HUD Priorities.
  - **Drew Park SSO** is only serving Veterans. While not as costly as the Safe Haven, the project has been in existence for a long time and there are new resources available for treatment and rapid re-housing specifically dedicated for Veterans. The treatment and support costs included in this project should be funded through the Department of Veterans Affairs. The percentage of veterans moving to permanent housing is only 55 percent.
  - **The Shop** is a low demand drop-in center providing access to laundry facilities, showers and restrooms, phones, computers, and a mailing address, as well as, information and referral, time limited case management and on-going support services for those placed in housing. All of the persons placed in housing receive a rental subsidy through another program. There are an estimated 50 single person households receiving supportive housing. The percentage of persons maintained in housing over 6 months is 87 percent but 36 percent have no source of income. While the supportive services are effective, the other services funded by the grant (approximately 50 percent) help support the Drop-in Center that reported an engagement rate of 7 percent in 2012. The program provides a valuable resource; however, it is at risk of not being funded if not reallocated and, as reported above for The Hope Program, reallocating the project demonstrates a decrease in the reliance on HUD funding for services and increased use of mainstream resources, one of the HUD Priorities.

- **Transitional Housing Projects.** HUD recognizes that transitional housing can be an effective tool for addressing the needs of specific subpopulations—such as homeless youth, domestic violence survivors, and the homeless with substance abuse issues. However, recent research shows transitional housing is generally more expensive than other housing models serving similar populations, it is often more service-intensive than most homeless households need, and the criteria for entry into many transitional housing programs are so rigorous beds are under-utilized. After reviewing all of the CoC-funded transitional housing programs, the following 2 projects are recommended for reallocation to support rapid re-housing:
  - **Drew Park Transitional Housing** has been in existence since the early 90s. For the last two years, the project has not been as effective in moving people to permanent housing (47 percent in 2013 and 58 percent in 2012). Utilization is at 78% and the cost per exit to permanent housing is more than double the average for all CoC-funded transitional housing projects. In addition, 67 percent of those assisted are Veterans and as referenced earlier, there are new resources available for treatment and rapid re-housing for Veterans.
  - **Volunteers of America Women’s Program** was partially reallocated last year due to lower performance over 2 years. While exits to permanent housing have increased, utilization in January was 78 percent and the cost per exit to permanent housing is more than double the average for all CoC-funded transitional housing projects.

The remaining transitional housing projects include The Spring of Tampa Bay, The Salvation Army’s Hospitality House and Hope House, and Alpha House. There are no recommendations to reallocate funds from these projects based on the following:

- The Spring of Tampa Bay is serving a targeted subpopulation - survivors of domestic violence and, with the exception of its utilization is performing well. A corrective action plan would be required to address utilization.
- The Salvation Army Hope House is performing well. Hospitality House is experiencing performance issues in utilization and movement to permanent housing. The Salvation Army has already initiated a corrective action plan to restructure the programs as short-term emergency housing not to exceed six-months. A corrective action plan will be required to address performance.
- Alpha House of Tampa serves a subpopulation of pregnant women who are homeless and is the only facility in the community that addresses this need.

It is not recommended that any of the permanent support housing programs be reallocated in 2013. Several projects are under performing and will be required to complete a corrective action plan addressing each component. In addition, all projects will be required to make adjustments to their eligibility criteria to eliminate any of the barriers to admission and continued tenancy.

#### **APPEALS**

Agencies adversely impacted by the Reallocation Strategy will be notified and given three days to respond. Written appeal must be typed on agency letterhead, signed by an authorized representative of the organization. The appeal may not exceed 2 pages. **The appeal must be received by Tampa Hillsborough Homeless Initiative via email at [edi@homelessofhc.org](mailto:edi@homelessofhc.org) by Monday, Dec. 9 @ 12 noon.** The appeal must clearly state the reason for the appeal and any supporting documentation must be summarized. Do not include any attachments. The Board of the Collaborative Applicant will review the justification for the appeal and provide a final decision on December 10, 2013. The decision of the Board of the Collaborative Applicant is final.

## ATTACHMENT 2

### TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE 2013 CONTINUUM OF CARE PROGRAM COMPETITION REQUEST FOR PROPOSALS

#### INTRODUCTION

As the Collaborative Applicant, the Tampa Hillsborough Homeless Initiative is seeking proposals from qualified entities to be included in the 2013 application to the U.S. Department of Housing and Urban Development for the Continuum of Care Program. The Department of Housing and Urban Development released the Notice of Funding Availability for the Fiscal Years 2013 and 2014 Continuum of Care Program Competition on Friday, November 22, 2013.

This RFP provides all of the instructions and references needed to submit a renewal application, new application using funds that have been reallocated from an existing project, and the process that will be followed by the Collaborative Applicant to apply for planning costs.

A copy of this RFP is available at <http://www.homelessofhc.org> or by calling (813) 223-6115.

#### CRITICAL DATES AND DEADLINES

RFP Presented to CoC for Input	Thursday, December 5, 2013
Approval of the RFP by the Board	Tuesday, December 10, 2013
RFP Issued:	Wednesday, December 11, 2013
Technical Assistance Workshop	Friday, December 13, 2013 1:30 PM, Location TBD
Written Questions Due	Wednesday, December 18, 2013 5:00 PM
Response to Questions	Monday, December 23, 2013 4:00 PM
Deadline for Response to RFP:	Tuesday, December 31, 2013, 4:00 PM
Complete Review of Threshold Criteria	Friday, January 3, 2014
Orientation of Review Committee	Monday, January 6, 2014, Time and Location TBD
Delivery of Applications to Review Committee	Monday, January 6, 2014, During Orientation
Review Committee Meets	Monday, January 13, 2014, Time and Location TBD
Notice of Committee's Decision to Applicants	Wednesday, January 14, 2014
Last Day to Appeal	Friday January 17, 2014, 4:00 PM
Target Submittal Deadline to HUD	Friday, January 31, 2014
Deadline for Consolidated Application	Monday, February 3, 2014

#### BACKGROUND

The CoC Program is authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act, (42 U.S.C. 11381–11389). The United States Department of Housing and Urban Development (HUD) administers the McKinney-Vento Homeless Assistance Act programs and awards these funds competitively upon release of an annual Notice of Funding Availability (NOFA). This year, the NOFA released by HUD covers FY2013 and FY 2014. A single consolidated application will be submitted to HUD by the Collaborative Applicant. The CoC Consolidated Application is made up of three parts:

1. The 2013-2014 CoC Application is completed by the Collaborative Applicant with input from the CoC. This includes information about the CoC planning body, governance structure, overall performance, and the strategic planning process. This part of the application is scored and will determine the order in which project applications submitted by the Collaborative Applicant are funded. This score will apply to funds requested for FY 2013 and FY 2014.
2. The 2013 Project Application is submitted by eligible organizations for renewal projects, new projects, and the CoC planning funds. There will be a separate RFP for the 2014 Project Applications.
3. The Priority Listings are completed by the Collaborative Applicant based on the ranking as described in this RFP of the projects being submitted.

The CoC Program interim rule (24 CFR part 578) provides the requirements for implementation and administration of the CoC Program. Organizations interested in applying should read the NOFA in its entirety along with the CoC Program interim rule (24 CFR part 578) in order to gain a comprehensive understanding of the CoC Program requirements. Applicants should also review the General Section of the NOFA, published on July 23, 2012 and the General Section Technical Correction, published October 13, 2012.

Terms and concepts used throughout this RFP are either defined in the CoC Program interim rule, 24 CFR 578.3 or in the NOFA.

Documents referenced in this RFP can be found on the OneCPD Resource Exchange at [www.onecpd.info](http://www.onecpd.info).

#### **TECHNICAL ASSISTANCE WORKSHOP**

A technical assistance workshop for this RFP will be held **Friday, December 13, 2013** for all interested applicants at a time and location to be determined. Attendance is highly encouraged but not mandatory. Questions and answers not already addressed in the RFP will be recorded and made available through the website at [www.homelessofhc.org](http://www.homelessofhc.org) or by calling (813) 223-6115.

Project applicants are strongly encouraged to review the CoC Program Interim Rule, training materials, and other program resources via the OneCPD Resource Exchange at [www.onecpd.info](http://www.onecpd.info).

#### **FEDERAL POLICY PRIORITIES**

In addition to the Department priorities, Goal 2. Meet the Need for Quality Affordable Rental Homes and Goal 3. Utilize Housing as a Platform for Improving Quality of Life, outlined in the FY 2013 General Section NOFA, applications submitted to HUD for the FY 2013/2014 CoC Program Competition will be evaluated in part based on the extent to which they further the achievement of HUD's goals as articulated in HUD's Strategic Plan and the *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*. Specifically, the FY 2013 CoC Program Competition will prioritize CoC and project applications that address the goals listed below:

- **Strategic Resource Allocation.** Each CoC must comprehensively review all existing projects within its geographic area, using CoC-approved scoring criteria and selection priorities. HUD recommends the funds for projects determined to be underperforming, obsolete, or ineffective to be reallocated to new projects that are based on proven or promising models.

- **Ending Chronic Homelessness by 2015.** Communities must increase the number of beds specifically for persons experiencing chronic homelessness. This can be achieved through reallocation of existing projects to support new permanent supportive housing projects and through prioritization of existing permanent supportive housing as units become available through turnover.
- **Ending Family Homelessness.** Implementation of Rapid Re-Housing is a model of housing assistance designed to assist the homeless, with or without disabilities, move as quickly as possible into permanent housing and achieve stability in that housing. Rapid re-housing assistance is time-limited, individualized, and flexible, and is designed to complement and enhance homeless system performance and the performance of other homeless projects.
- **Removing Barriers to CoC Resources.** CoCs should review system and project level eligibility criteria to identify and remove barriers to accessing services and housing that are experienced by homeless individuals and families. Facilitating access to the appropriate level of assistance can best be achieved through the implementation of the Coordinated Assessment System.
  - HUD encourages CoCs to carefully review the transitional housing models within the geographic area for cost-effectiveness, performance, and eligibility criteria and determine if rapid re-housing may be a better model for the individuals being assisted. HUD recommends transitional housing for specific subpopulations—such as homeless youth, domestic violence survivors, homeless persons with substance abuse issues, and pregnant women.
  - CoCs should prioritize those who are identified as most in need (e.g., those who have been living on the street the longest, homeless households with children living in unsheltered situations, those that are considered most medically vulnerable) for placement into appropriate housing.
- **Maximizing the Use of Mainstream Resources.** HUD strongly encourages CoCs and project applicants to ensure that they are maximizing the use of all mainstream services available. While the CoC Program interim rule allows for the payment of certain supportive service costs and Supportive Services Only projects, it is more efficient for CoCs to use mainstream resources where possible and use HUD funds for housing-related costs.
- **Building Partnerships.** HUD encourages CoCs to partner with PHAs to help end homelessness. Some examples include giving preferences for homelessness and adopting strategies to assist current program participants access PHA housing resources as they become ready to do so. CoCs should assess the extent to which philanthropy plays a role within the community and consider how to maximize their engagement in ending homelessness
- **Other Priority Populations.** While new funding opportunities through reallocation will only be available for the chronically homeless and homeless households with children, HUD also expects CoCs to consider the needs of other homeless populations that may be prevalent in the CoC's geographic area, especially the needs of veterans and their families and unaccompanied youth (section VII.A.1.f of this NOFA).

#### **RENEWAL PROJECT APPLICATIONS**

Attachment 1 includes a complete list of the projects eligible for renewal. Inclusion on this project list is not a guarantee the project will be renewed. HUD is encouraging CoCs to support renewal projects that are high performing, high priority, and that meet identified needs and gaps in the continuum. CoCs are also strongly encouraged to take advantage of the reallocation process to create a new project application. Refer to the Reallocation Strategy for those projects recommended for reallocation.

Renewal projects are limited to 1 year funding and cannot exceed the total amount approved as indicated on the Grant Inventory Worksheet (GIW) approved during the 2013 Registration Process

### **NEW PROJECT APPLICATIONS**

New projects may be created with funding reallocated from an existing project and may only be used to create new permanent housing. Permanent housing includes both permanent supportive housing and rapid re-housing.

- *Permanent supportive housing (PSH)* is designed to provide assistance to individuals and families in which one adult or child has a disability. Supportive Services designed to meet the needs of the program participants must be made available to the program participants to support their ability to live independently.
- Rapid Re-Housing is a model of housing assistance that is designed to assist the homeless, with or without disabilities, move as quickly as possible into permanent housing and achieve stability in that housing. Rapid re-housing assistance is time-limited, individualized, and flexible, and is designed to complement and enhance homeless system performance.

The Collaborative Applicant is the only organization eligible to apply for funds specifically available for planning. The application for CoC planning costs must provide a description of the activities that will be carried out with grant funds.

### **FUNDING AVAILABLE**

As HUD expected, funds appropriated for the program are not sufficient to cover the expenditures of all renewal projects, and as such, the only new projects that are eligible for submission are those created with reallocated funding and the costs for a planning grant.

To provide communities the ability to indicate to HUD which projects are of the highest priority for FY 2013, CoCs must rank projects in tiers by financial thresholds. Tier 1 is equal to the Annual Renewal Demand (ARD) for the Tampa / Hillsborough County CoC of \$6,020,102 less 5 percent, which equals \$5,719,096.90. Tier 2 is equal to \$376,256.10, which is the balance of the ARD and an additional \$75,251 for a planning grant.

HUD will not fund Tier 2 projects until all projects in Tier 1 across all CoCs have been funded. Projects ranked in Tier 1 are considered relatively safe, while projects in Tier 2 are at risk. Two bonus points are provided for ranking all Supportive Services Only (SSO) projects in Tier 2. Higher scoring applications have a better chance of being awarded funding for projects in Tier 2.

If the reallocation strategy proposed is approved, there will be an estimated \$2,134,349, available for new projects, \$3,885,753 available for renewal projects, and \$75,251 specifically dedicated for a new project application for planning costs.

### **ELIGIBLE APPLICANTS**

Eligible project applicants include nonprofit organizations, State government, local governments, instrumentalities of State and local governments, and public housing agencies. For-profit entities are not eligible to apply for grants or to be sub-recipients of grant funds. Applicants must meet the thresholds described in the NOFA.



## **ELIGIBLE POPULATIONS**

New permanent supportive housing projects created through reallocation must serve persons considered chronically homeless by HUD's definition, including single person households and families with children. Rapid Re-housing projects must serve homeless households with children, with or without disabilities who are living on the streets or in emergency shelter at the time of entry.

Projects may limit admission to, or provide a preference for, subpopulations of homeless persons and families who need the specialized supportive services that are provided in the housing. While the housing may offer services for a particular type of disability, no otherwise eligible individual with a disability, who may benefit from the services provided, may be excluded on the grounds that they do not have a particular disability pursuant to 24 CFR 578.93(b)(7).

## **APPLICATION REQUIREMENTS**

New and Renewal Projects must submit a complete application as described in this RFP by the deadline and demonstrate the organization's ability to meet the threshold requirements as described in Attachment 2. This includes demonstrating understanding of the CoC Program and targeted population, as well as their capacity to implement the proposed project timely, using promising and evidenced based models of care drafted for the Tampa / Hillsborough County CoC (Attachment 3), and leverage other resources. Projects must be able to demonstrate their ability move homeless persons into permanent housing, stabilize households in permanent housing, and increase the household income and access to mainstream resources. In addition, applicants must be able and willing to comply with the UNITY Information Network (Homeless Management Information System and reporting requirements.

Applicants may request funding for a 1-year grant term except for new projects requesting funds for acquisition, rehabilitation, or new construction are only eligible for a minimum of 3-year grant terms.

## **DEADLINE**

**The deadline for submitting a project application in response to this RFP is Tuesday, December 31, 2013. By the grant deadline, applications must be submitted electronically in esnaps and supplemental materials must be delivered to 1414 N. Marion Street, Tampa, 33602.**

In order to be considered "on time," the application must reflect submission in esnaps by the deadline and ~~the application must be received by the Collaborative Applicant~~ must either be date-stamped or bear a handwritten inscription by an authorized representative of the Collaborative Applicant confirming receipt by the deadline. The applicant is encouraged to print confirmation of the submission in esnaps. Applications received after the deadline shall, at the discretion of the Collaborative Applicant be rejected without consideration.

## **ELIGIBLE COSTS NEW AND RENEWAL PROJECTS**

24 CFR 578.37 through 578.63 identify the costs eligible for funding. Projects requesting funding for ineligible costs or to serve an ineligible population will be rejected. New Projects and projects renewing their funding for the first time may request a maximum of 7 percent for administration costs.

## **MATCH - NEW AND RENEWAL PROJECTS.**

All eligible funding costs except leasing must be matched with no less than a 25 percent in cash or in-kind resources as described in 24 CFR 578.73. The interim rule clarifies that the match must be provided for the entire grant amount funded, inclusive of administration costs. Applicants must describe how they will meet this match requirement.

### **LEVERAGING - NEW AND RENEWAL PROJECTS**

All applicants must demonstrate the extent to which the amount of funds requested will be supplemented with resources from other public and private sources, including mainstream programs. Documentation of these resources will be required by January 10, 2014 to be considered in the scoring.

### **SYSTEM-WIDE COORDINATION**

Applicants must agree to participate in the coordinated intake and assessment system. This requires the applicant to accept persons through a centralized process who are determined eligible based on the program criteria and requires projects to coordinate their waiting lists.

### **PERFORMANCE OUTCOMES:**

Projects must be able to meet the national objectives for the program type funded and identify at least two other applicable performance objectives. Renewal projects are required to provide a description of how they propose to meet or maintain and/or exceed the goal if already achieved. The two major goals for the permanent supportive housing component are housing stability and increased income.

- Housing stability will be measured by the number of participants remaining in permanent housing as of the end of the operating year or exiting to permanent housing (subsidized or unsubsidized) during the operating year.
- Increased Income will be measured by the number of participants who maintain or increase income from All Sources (Employment, disability, mainstream benefits, etc.) by program exit or by the end of the reporting period.

### **PROPOSAL FORMAT AND CONTENT**

All applications must be completed in esnaps by the grant deadline. *E-snaps* is the electronic application and grants management system for HUD's Homeless Programs.

Supplemental information is required to address additional questions not included in the esnaps application. This information must be typed (not handwritten) with a legible typeface no smaller than 12-point type and should not include any additional items. Please clip all supplemental materials and place in an envelope marked with the applicant's name, name of the project and if it is a renewal or new project. Original forms requiring a signature must be signed in blue ink. Incomplete applications or applications submitted after the published deadline shall, at the discretion of the Collaborative Applicant be rejected without consideration. Amendments and/or addenda submitted to the Collaborative Applicant or member of the Review Committee after the application deadline will be returned without review. However, the Collaborative Applicant and Review Committee reserve the right to request clarification of unclear or ambiguous statements made in the proposal.

#### **Supplemental Information**

##### **New and Renewal Applicants**

Signed Cover Letter Authorizing Request for CoC Funding  
Questions not included in the application submitted in esnaps  
Most recent IRS 990, as submitted to the IRS  
Most recent audit report and auditor's management letter  
Current Board roster  
Copies of Code of Conduct, Personnel Policies, Procurement Policies, and Accounting Procedures  
Signed Commitment Letters for Match and Leveraged Resources  
Signed MOUs

## **New Applicants**

By-Laws

Articles of Incorporation

IRS 501(c)3 designation letter (status in place for at least one year prior to application deadline)

### **CRITERIA AND PROPOSAL EVALUATION PROCESS:**

The Board of Directors of the Collaborative Applicant will appoint members of the Board to serve on the HUD NOFA Committee, to be responsible for overseeing the grant application process. The HUD NOFA Committee will recommend to the Board for their approval the RFP process and a list of community representatives to serve on a Review Committee. **Pending the Board's approval on December 10, 2013, the Final RFP will be released and posted on the website, [www.homelessofhc.org](http://www.homelessofhc.org).**

The Review Committee will be composed of representatives from a cross-section of groups which might include, but is not limited to: state and local funders, representatives from the Department of Veterans Affairs, mainstream service organizations, Faith-based and non-profit providers; and homeless or formerly homeless individuals. Each member of the Review Committee must declare that they have no conflict of interest. Review Committee members will receive an orientation that includes information on the CoC Interim Rule, the application process, the number of homeless and unmet need, and any other issues that may be pertinent to their task.

- **Renewal Project** – Renewal projects will be evaluated on eight factors: 1) Project Performance; 2) Participation in HMIS; 3) Special Populations; 4) Project Operations; 5) Community Partnerships; 6) Participant Representation; 7) Budget, Leveraging & Match; and 8) Completeness of the Application.
- **New Application** - All applications for new projects will be scored and ranked based on eight factors: 1) Organizational Capacity and Relevant Experience; 2) Readiness to Proceed; 3) Participation in HMIS; 4) Scope of the Project; 5) Community Partnerships; 6) Participant Representation; 7) Budget, Leveraging & Match; and 8) Completeness of the Application.

Refer to Attachments 4 and 5 for the detailed scoring criteria for New and Renewal Project Applications, respectively. All renewal and new projects must meet the thresholds established in the NOFA.

All project applicants received by the established deadline will be reviewed and scored by the Review Committee. Committee members will have one-week to review application proposals. The **Review Committee will meet on January, 13, 2014**, to review and discuss each application. **Project applicants must be present to answer any questions of the Committee members.** During deliberation, the Collaborative Applicant will provide technical assistance by responding to questions of the Committee members, correcting technical inaccuracies if they arise in conversation. The Committee will discuss the merits of each proposal, and complete their scores individually. One committee member will serve as facilitator and scribe, and will be responsible for completing the final calculation.

Applicants will be notified within 15 days of the deadline published in the NOFA if the project is accepted and ranked on the Priority Listings or rejected by the CoC. An explanation of the reason will be provided to the applicant if the project is rejected. Project applicants that believe they were not allowed to participate in a fair and open process and that were rejected by the CoC may file an appeal.

### **QUESTIONS FROM APPLICANTS**

Questions may be asked during the CoC Meeting of Thursday, December 5, 2013. After the December CoC meeting, applicants are asked to defer all questions regarding this RFP until the technical assistance

workshop. Where questions are known in advance, applicants are encouraged to submit these in writing at least two (2) days prior to the technical assistance workshop. Written questions are to be submitted to the Collaborative Applicant, to the attention of Edi Erb at [edi@homelessofhc.org](mailto:edi@homelessofhc.org). Please include 2013 CoC Competition in the subject line of your email.

After the pre-proposal meeting, questions or comments regarding this RFP must be in writing and must be received no later than **6:00 p.m., Wednesday, December 18, 2013**. Written questions are to be submitted to the Collaborative Applicant, to the attention of Edi Erb at [edi@homelessofhc.org](mailto:edi@homelessofhc.org). Please include 2013 CoC Competition in the subject line of your email. A response will be provided by Monday, December 23, 2013. The Collaborative Applicant will not answer any questions regarding the content of the grant after this date. Technical questions may be submitted up until the grant deadline; however, applicants cannot depend on being able to get a question answered immediately and failure to get an answer to a question is not an acceptable reason for missing the grant deadline.

If it becomes necessary to revise any part of this RFP, or to provide additional information or clarification after the RFP is released, a written addendum will be posted on the website [www.homelessofhc.org](http://www.homelessofhc.org) and notice will be sent to anyone who signed in at the technical assistance workshop or December CoC meeting. It is the responsibility of the applicant to check the website prior to submission of any proposal under this RFP to ensure an addendum or information made publicly available on the website is reviewed.

#### **PROJECT RANKING**

All projects will be prioritized in two Tiers based on the score given by the Review Committee. These Tiers are financial thresholds:

- Tier 1 is equal to the Annual Renewal Demand (ARD) for the Tampa / Hillsborough County CoC of \$6,020,102 less 5 percent, which equals \$5,719,096.90.
- Tier 2 is equal to \$376,256.10, which is the balance of the ARD and an additional \$75,251 for a planning grant.

HUD will not fund Tier 2 projects until all projects in Tier 1 across all CoCs have been funded. Projects ranked in Tier 1 are considered relatively safe, while projects in Tier 2 are at risk. Two bonus points are provided for ranking all Supportive Services Only (SSO) projects in Tier 2. Higher scoring applications have a better chance of being awarded funding for projects in Tier 2.

If more applications are submitted than the CoC has money to fund, the lowest-scoring applications will not be included in the Priority List and therefore will not be forwarded to HUD for consideration.

#### **APPEALS**

In the event that an agency wishes to appeal the recommendation for non-renewal, the agency must notify the CoC Governing Body in writing to the address provided within 2 business days of the notification. The CoC Governing Body may require additional information and will render its decision within 5 days of receipt of the appeal. The decision of the CoC Governing body is final. All notices of appeal must be based on the information submitted by the application due date. New or additional information will not be considered. Omissions to the application cannot be appealed.

Applicants may appeal if they can: 1) prove their score is not reflective of the application information provided; or 2) describe bias or unfairness in the process, which warrants the appeal.

### **CORRECTIONS TO DEFICIENT APPLICATIONS**

Each selected applicant must enter their proposal in esnaps. The Collaborative Applicant will review each submission for any inconsistencies or data entry errors. Applicants may be asked to correct their applications and send them back to the Collaborative Applicant before final submission to HUD.

### **HUD NOTICE OF AWARDS**

HUD intends to announce conditional funding for Tier 1 renewal projects within 45 days of the application submission deadline(s) of the CoC Program Competition. HUD will announce any additional Conditional Awards (new projects created through reallocation, CoC planning funds and Tier 2 renewals) after scoring is complete, depending on availability of funding, and in accordance with the selection criteria outlined in Section VII.B.1.b of the NOFA. Within the rank order established by the CoC on the Priority Listings, HUD will first select projects from Tier 1 in the following order by CoC score:

1. Renewal permanent housing projects, RRH and PSH;
2. New PSH projects created through reallocation for 100 percent chronically homeless;
3. New rapid re-housing projects created through reallocation for homeless households with children;
4. Renewal transitional housing;
5. CoC planning costs;
6. UFA costs;
7. SSO projects for centralized or coordinated assessment system;
8. Renewal HMIS;
9. All other renewal supportive services only projects, and
10. Any project application submitted by the CoC that was not included in the HUD-approved GIW.

HUD will then select projects from Tier 2 with any remaining available funds following the same process and order as described for Tier 1.

### **SUBMISSION TO HUD**

The Consolidated Application must be submitted to HUD via esnaps (<https://esnaps.hud.gov/grantium/frontOffice.jsf>) by February 3, 2014.

# ATTACHMENT 3

## SCORING CRITERIA FOR RENEWAL APPLICATIONS

### A. PROJECT PERFORMANCE (25 points)

#### 1. Past Performance (15 points)

- a. Indicate the project's performance for each measure listed as appropriate based on the last Annual Performance Report.

	National Performance Standard	Project Performance
PSH Only: Persons maintained in permanent over 6 months (includes exits after 6 months)	80%	
TH & SSO Only: Participants who moved to Permanent Housing (Prior to 2013 NOFA was 65%)	80%	
All: Participants employed at program exit	20%	
All: Participants in CoC Program funded projects have income from sources other than employment	> 54%	
All: Participants in CoC Program funded projects increase their mainstream benefits during program participation	> 56%	

- b. Provide a corrective action plan for any performance measure below the standard. For all standards that meet or exceed the standard indicate the actions that will be taken to maintain and improve the performance.

#### 2. Proposed Performance Measures (10 points)

- a. Specify the universe and target for each of the following:

- 1) PH: Persons remaining in permanent housing as of the end of the operating year over six months or exiting to permanent housing after more than six months (subsidized or unsubsidized) during the operating year?
- 2) TH & SSO Only: Participants who moved to Permanent Housing
- 3) All: Persons age 18 and older who maintained or increased their total income (from all sources) as of the end of the operating year or program exit or Persons age 18 through 61 who maintained or increased their earned income as of the end of the operating year or program exit.

- b. Indicate 2 Additional Performance Measures, the Data Source, Date Elements and Rationale

1) Proposed Measure

- a) Name for the additional performance measure
- b) Universe (#) - The total pool of persons/units/items about whom/which the measure is expected to be reported.
- c) Target (#) - The number of applicable persons/units/items from the universe who/that are expected to achieve the measure within the operating year.
- d) Target (%)

- 2) Data Source (e.g., data recorded in HMIS) and method of data collection (e.g., data collected by the intake worker at entry and case manager at exit) proposed to measure results. Provide as much detail concerning the data systems and methods as possible. Specific data elements and formula proposed for calculating results. Be specific
- 3) Rationale for why the proposed measure is an appropriate indicator of performance given the nature of the program

**B. PARTICIPATION IN HMIS (10 points)**

Describe level of participation in HMIS including accurate and timely data entry, use of reports to evaluate and improve performance, and participation in the user and advisory groups.

**C. SPECIAL POPULATIONS (10 points)**

1. Describe the population targeted for assistance and indicate the percentage actually assisted by subpopulation category during the last complete program year, including chronically homeless, veterans, survivors of domestic violence, youth age 18-24, persons with HIV, chronic substance use, severe mental health condition, intellectual disability, and/or physical disability.
2. Enter the percentage of homeless persons served by the project who entered from each location listed below. Note: this includes persons who ordinarily sleep in one of the places listed but spending a short time (90 consecutive days or less) in a jail, hospital, or other institution.
  - a. Street or other locations not meant for human habitation
  - b. Emergency Shelters
  - c. Safe Haven
  - d. Transitional Housing (with entry from the street, place not meant for human habitation, emergency shelters or safe haven.
  - e. Persons fleeing domestic violence.
3. Indicate the percentage of persons who entered the program for each of the following:
  - a. Without income
  - b. With 2 or more physical/mental health conditions
4. Indicate the percentage of beds that are turned over annually that will be committed for chronically homeless persons.

**D. PROJECT OPERATIONS (25 points)**

**1. Project Description (10 points)**

- a. Provide a description of the project that addresses the entire scope of the project, including a clear picture of the target population(s) to be served, the number of households by type and persons served at maximum program capacity, the plan for addressing the identified needs/issues of the CoC target population(s), type duration of assistance, projected outcome(s), and coordination with other source(s)/partner(s). Describe the model of care followed and if it is a promising or best practice.
- b. Describe the eligibility criteria and the process for verifying eligibility for the program.
- c. Describe the estimated schedule for the proposed activities, the management plan, and the method for assuring effective and timely completion of all work. If applicable, describe the method for determining the type, amount, and duration of rental assistance that participants can receive.
- d. Describe the type of housing where participants reside.

- e. Describe any requirements to live in a particular structure, unit, or locality, and provide the rationale for this approach.
- f. Indicate if more than 16 persons are living in one structure, the local market conditions that necessitate a project of this size and how the project is integrated into the neighborhood.

**2. Supportive Services for Participants (10 points)**

- a. Complete the table using the key that follows to indicate the services provided, the organization delivering the services, how participants access each service and the frequency of access:

	Provider	Access	Frequency
<input type="checkbox"/> Assessment			
<input type="checkbox"/> Assistance with Moving Cost			
<input type="checkbox"/> Case Management			
<input type="checkbox"/> Child Care			
<input type="checkbox"/> Education Services			
<input type="checkbox"/> Employment Assistance and Job Training			
<input type="checkbox"/> Food			
<input type="checkbox"/> Housing Search and Counseling Services			
<input type="checkbox"/> Legal Services			
<input type="checkbox"/> Life Skills Training			
<input type="checkbox"/> Mental Health Services			
<input type="checkbox"/> Outpatient Health Services			
<input type="checkbox"/> Outreach Services			
<input type="checkbox"/> Substance Abuse Treatment Services			
<input type="checkbox"/> Transportation			
<input type="checkbox"/> Utility Deposits			

**Provider**

- "Applicant" providing services directly
- "Subrecipient" organization receiving grant funds to provide the service
- "Partner" organization providing services as part of a formal agreement or MOU through other resources
- "Non-Partner" specific organization that regularly provides the service to clients with no formal agreement

**Access**

- On-site Program Van Cab
- Short Walk Vehicle Share Other
- Bus Dial-a-ride

**Frequency**

- Daily Monthly Semi-annually
- Weekly Bi-monthly Annually
- Bi-weekly Quarterly



- b. Describe how the project ensures consistency with the laws related to providing education services to individuals and families experiencing homelessness.
- c. Describe how participants are assisted to obtain and remain in permanent housing.
- d. Describe specifically how participants are assisted both to increase their employment and/or income and to maximize their ability to live independently.
- e. Describe specifically how participants are assisted both to access mainstream resources.

**3. Outreach for Participants (5 points)**

- a. Enter the percentage of homeless person(s) who will be served by the proposed project for each of the following locations. Note: this includes persons who ordinarily sleep in one of the places listed below but are spending a short time (90 consecutive days or less) in a jail, hospital, or other institution.
  - 1) Directly from the street or other locations not meant for human habitation.
  - 2) Directly from Emergency Shelters.
  - 3) Directly from Safe Havens.
  - 4) From TH and previously resided in a place not meant for human habitation or emergency shelters or safe havens.
  - 5) Persons fleeing domestic violence.
- b. If the total is less than 100 percent, identify the other location(s), and how the persons meet HUD's definition of homelessness and/or homeless under other federal statutes.
- c. Describe the outreach plan for identifying eligible households.

**E. COMMUNITY PARTNERSHIPS (10 points)**

Partnerships with other organizations as demonstrated by signed MOUs with community organizations.

**F. PARTICIPANT REPRESENTATION (5 points)**

Describe the level of participation in decision-making by the population served by the project including their representation on the Board of the organization and other opportunities to contribute to the design of the program and services provided.

**G. PROJECT BUDGET, LEVERAGE AND MATCH (10 points)**

**Annual Supportive Services Budget Detail (include budget narrative)**

1. Assessment of Service Needs				
2. Assistance with Moving Cost				
3. Case Management				
4. Child Care				
5. Education Services				
6. Employment Assistance and Job Training				
7. Food				
8. Housing Search and Counseling Services				
9. Legal Services				
10. Life Skills Training				
11. Mental Health Services				
12. Outpatient Health Services				
13. Outreach Services				
14. Substance Abuse Treatment Services				
15. Transportation				
16. Utility Deposits				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. 1 FTE Case Manager Salary + benefits, or child care for 15 children) for each supportive service activity for which funding is being requested.

**Annual Operating Budget Detail (include budget narrative)**

Line Item	FTE	FTE	FTE	FTE
1. Maintenance/Repair				
2. Property Taxes and Insurance				
3. Replacement Reserve				
4. Building Security				
5. Electricity, Gas, and Water				
6. Furniture				
7. Equipment (lease, buy)				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. .75 FTE hours and benefits for staff, utility types, monthly allowance for supplies) for each operating cost for which funding is being requested.

**Budget Detail – Leased/Rented Units**

Metropolitan or non-metropolitan fair market area: Tampa-St Petersburg-Clearwater, FL

Category	Units	Assistance Requested	Units	Assistance Requested	Total Units	Total Assistance Requested
SRO		x		x	12	= \$ -
0 Bedroom		x		x	12	= \$ -
1 Bedroom		x		x	12	= \$ -
2 Bedrooms		x		x	12	= \$ -
3 Bedrooms		x		x	12	= \$ -
4 Bedrooms		x		x	12	= \$ -
5 Bedrooms		x		x	12	= \$ -
6 Bedrooms		x		x	12	= \$ -
7 Bedrooms		x		x	12	= \$ -
8 Bedrooms		x		x	12	= \$ -
9 Bedrooms		x		x	12	= \$ -
<b>Total Units and Annual Assistance Requested</b>	<b>0</b>					<b>\$ -</b>

**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**Summary Budget**

Category	2013-2014	2014-2015	2015-2016
1a. Acquisition			
1b. Rehabilitation			
1c. New Construction			
2a. Leased Units			
2b. Leased Structures			
3. Short-term/Medium-term Assistance			
4. Long-term Rental Assistance			
5. Supportive Services			
6. Operating			
7. HMIS			
<b>8. Sub-total Costs Requested</b>			
9. Admin			
<b>10. Total Plus Admin Requested</b>			

Maximum of 7% for first time renewals or as approved in current grant agreement.

**Sources of Leverage**

Match and Leverage are two distinct categories of funds from other sources that will be used in conjunction with this project, if awarded. Match (cash or in-kind) must be used for eligible program costs only and must be equal or greater than 25% of the total grant request for all eligible costs under the CoC Program interim rule with the exception of leasing costs. Leverage funds can be used for any program related costs and there is no minimum requirement. Review the CoC Program interim rule and the FY2013 CoC Program NOFA for more detailed information concerning Match and Leverage.

Source	Category	Amount	Year	Total
(Cash/In-kind)	(In-kind/In-kind)	(Private/Govt)	(2013/2014)	(Total)
				\$
				\$
				\$
				\$
				\$
				\$
				\$

\*The Neighborhood Stabilization Program (NSP) and HUD-VASH (VA Supportive Housing program) funds may be considered Government sources. Project applicants are encouraged to include funds from these sources, whenever possible. A CoC may receive a higher leveraging score if any of its project applicants identify NSP funds as a source of leverage for one or more projects.

## Attachment 4

### SCORING CRITERIA FOR NEW APPLICATIONS

#### A. ORGANIZATIONAL CAPACITY AND RELEVANT EXPERIENCE (20 points)

1. Describe your agency's experience in effectively utilizing federal funds and performing the activities proposed in the application, given funding and time limitations.
2. Describe your agency's experience in leveraging other Federal, State, local and private sector funds.
3. Describe the basic organization and management structures of your agency. Include evidence of internal and external coordination and adequate financial accounting system.
4. Are there any unresolved monitoring or audit finding for any HUD grants (including ESG) operated by your agency (if any)? If yes, describe findings, corrective action, and status.

#### B. Experience of Each Subrecipient

1. Describe your agency's experience in effectively utilizing federal funds and performing the activities proposed in the application, given funding and time limitations.
2. Describe your agency's experience in leveraging other Federal, State, local and private sector funds.
3. Describe the basic organization and management structures of your agency. Include evidence of internal and external coordination and adequate financial accounting system.
4. Are there any unresolved monitoring or audit finding for any HUD grants (including ESG) operated by your agency (if any)? If yes, describe findings, corrective action, and status.

#### C. READINESS TO PROCEED (5 points)

Describe the readiness of the organization to proceed. Factors that will be considered include staffing, partnerships, knowledge of the resources, relationships with landlords, and the commitment of other funding sources.

#### D. PARTICIPATION IN HMIS (10 points)

Describe level of participation in HMIS including accurate and timely data entry, use of reports to evaluate and improve performance, and participation in the user and advisory groups.

#### E. SCOPE OF THE PROJECT (35 points)

##### 1. Project Description (15 points)

Provide a description of the project that addresses its entire scope of the proposed project. The project description should address the entire scope of the project, including a clear picture of the target population(s) to be served, the number of households by type and persons served at maximum program capacity, the plan for addressing the identified needs/issues of the CoC target population(s), type duration of assistance, projected outcome(s), and coordination with other source(s)/partner(s).

Describe the model of care followed and if it is a promising or best practice.

- a. Describe the eligibility criteria and the process for verifying eligibility for the program.
- b. Describe the estimated schedule for the proposed activities, the management plan, and the method for assuring effective and timely completion of all work. If applicable, describe the proposed development activities and the responsibilities that your agency will have in developing, operating, and maintaining the property. Describe the method for determining the type, amount, and duration of rental assistance that participants can receive.
- c. Describe the type of housing where participants will reside.
- d. Describe any requirements to live in a particular structure, unit, or locality, and provide the rationale for this approach.
- e. Indicate if more than 16 persons will be living in one structure, the local market conditions that necessitate a project of this size and how the project will be integrated into the neighborhood.
- f. Indicate if the project is using an existing homeless facility or incorporating activities provided by an existing project and describe how this is an expansion of the existing project.

**2. Supportive Services for Participants (10 points)**

- a. Complete the table using the key that follows to indicate the services to be provided, the organization delivering the services, how participants access each service and the frequency of access:

	Provider	Access	Frequency
<input type="checkbox"/> Assessment			
<input type="checkbox"/> Assistance with Moving Cost			
<input type="checkbox"/> Case Management			
<input type="checkbox"/> Child Care			
<input type="checkbox"/> Education Services			
<input type="checkbox"/> Employment Assistance and Job Training			
<input type="checkbox"/> Food			
<input type="checkbox"/> Housing Search and Counseling Services			
<input type="checkbox"/> Legal Services			
<input type="checkbox"/> Life Skills Training			
<input type="checkbox"/> Mental Health Services			
<input type="checkbox"/> Outpatient Health Services			
<input type="checkbox"/> Outreach Services			
<input type="checkbox"/> Substance Abuse Treatment Services			
<input type="checkbox"/> Transportation			
<input type="checkbox"/> Utility Deposits			

**Provider**

- "Applicant" providing services directly
- "Subrecipient" organization receiving grant funds to provide the service
- "Partner" organization providing services as part of a formal agreement or MOU through other resources
- "Non-Partner" specific organization that regularly provides the service to clients with no formal agreement

**Access**

On-site	Program Van	Cab
Short Walk	Vehicle Share	Other
Bus	Dial-a-ride	

**Frequency**

Daily	Monthly	Semi-
Weekly	Bi-monthly	annually
Bi-weekly	Quarterly	Annually

- b. Describe how the project will ensure consistency with the laws related to providing education services to individuals and families experiencing homelessness.
  - c. Describe how participants will be assisted to obtain and remain in permanent housing.
  - d. Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently.
  - e. Describe specifically how participants will be assisted both to access mainstream resources.
- 3. Outreach for Participants (5 points)**
- a. Enter the percentage of homeless person(s) who will be served by the proposed project for each of the following locations. Note: this includes persons who ordinarily sleep in one of the places listed below but are spending a short time (90 consecutive days or less) in a jail, hospital, or other institution.
    - 1) Directly from the street or other locations not meant for human habitation.
    - 2) Directly from Emergency Shelters.
    - 3) Directly from Safe Havens.
    - 4) From TH and previously resided in a place not meant for human habitation or emergency shelters or safe havens.
    - 5) Persons fleeing domestic violence.
  - b. If the total is less than 100 percent, identify the other location(s), and how the persons meet HUD's definition of homelessness and/or homeless under other federal statutes.
  - c. Describe the outreach plan for identifying eligible households.
- 4. Standard Performance Measures (5 points)**
- a. **Specify the universe and target for each of the following:**
    - 1) Persons remaining in permanent housing as of the end of the operating year over six months or exiting to permanent housing after more than six months (subsidized or unsubsidized) during the operating year?
    - 2) Persons age 18 and older who maintained or increased their total income (from all sources) as of the end of the operating year or program exit.
    - 3) Persons age 18 through 61 who maintained or increased their earned income as of the end of the operating year or program exit.



- b. Indicate 2 Additional Performance Measures, the Data Source, Date Elements and Rationale
  - 1) Proposed Measure
    - a) Name for the additional performance measure
    - b) Universe (#) - The total pool of persons/units/items about whom/which the measure is expected to be reported.
    - c) Target (#) - The number of applicable persons/units/items from the universe who/that are expected to achieve the measure within the operating year.
    - d) Target (%)
  - 2) Data Source (e.g., data recorded in HMIS) and method of data collection (e.g., data collected by the intake worker at entry and case manager at exit) proposed to measure results. Provide as much detail concerning the data systems and methods as possible. Specific data elements and formula proposed for calculating results. Be specific
  - 3) Rationale for why the proposed measure is an appropriate indicator of performance given the nature of the program

**F. COMMUNITY PARTNERSHIPS (10 points)**

Partnerships with other organizations as demonstrated by signed MOUs with community organizations.

**G. PARTICIPANT REPRESENTATION (10 points)**

Describe the level of participation in decision-making by the population served by the project including their representation on the Board of the organization and other opportunities to contribute to the design of the program and services provided.

**H. PROJECT BUDGET, LEVERAGE AND MATCH (10 points)**

**Annual Supportive Services Budget Detail (include budget narrative)**

1. Assessment of Service Needs				
2. Assistance with Moving Cost				
3. Case Management				
4. Child Care				
5. Education Services				
6. Employment Assistance and Job Training				
7. Food				
8. Housing Search and Counseling Services				
9. Legal Services				
10. Life Skills Training				
11. Mental Health Services				
12. Outpatient Health Services				
13. Outreach Services				
14. Substance Abuse Treatment Services				
15. Transportation				
16. Utility Deposits				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. 1 FTE Case Manager Salary + benefits, or child care for 15 children) for each supportive service activity for which funding is being requested.

**Annual Operating Budget Detail (include budget narrative)**

Category	2019 Budget	2020 Budget	2021 Budget	2022 Budget
1. Maintenance/Repair				
2. Property Taxes and Insurance				
3. Replacement Reserve				
4. Building Security				
5. Electricity, Gas, and Water				
6. Furniture				
7. Equipment (lease, buy)				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. .75 FTE hours and benefits for staff, utility types, monthly allowance for supplies) for each operating cost for which funding is being requested.

**Budget Detail – Leased/Rented Units**

Metropolitan or non-metropolitan fair market area: Tampa-St Petersburg-Clearwater, FL

Unit Type	Units	Assistance	Units	Assistance	Total Units	Total Assistance
SRO		x		x	12	= \$ -
0 Bedroom		x		x	12	= \$ -
1 Bedroom		x		x	12	= \$ -
2 Bedrooms		x		x	12	= \$ -
3 Bedrooms		x		x	12	= \$ -
4 Bedrooms		x		x	12	= \$ -
5 Bedrooms		x		x	12	= \$ -
6 Bedrooms		x		x	12	= \$ -
7 Bedrooms		x		x	12	= \$ -
8 Bedrooms		x		x	12	= \$ -
9 Bedrooms		x		x	12	= \$ -
<b>Total Units and Annual Assistance Requested</b>	0					\$ -

**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
---------------------------	--	------------	--

**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**Summary Budget**

(10) Budget	(11) Funding Requested	(12) Other Resources (if applicable)	(13) Total Requested
1a. Acquisition			
1b. Rehabilitation			
1c. New Construction			
2a. Leased Units			
2b. Leased Structures			
3. Short-term/Medium-term Assistance			
4. Long-term Rental Assistance			
5. Supportive Services			
6. Operating			
7. HMIS			
<b>8. Sub-total Costs Requested</b>			
9. Admin (Maximum of 7%)			
<b>10. Total Plus Admin Requested</b>			

**Sources of Leverage**

Match and Leverage are two distinct categories of funds from other sources that will be used in conjunction with this project, if awarded. Match (cash or in-kind) must be used for eligible program costs only and must be equal or greater than 25% of the total grant request for all eligible costs under the CoC Program interim rule with the exception of leasing costs. Leverage funds can be used for any program related costs and there is no minimum requirement. Review the CoC Program interim rule and the FY2013 CoC Program NOFA for more detailed information concerning Match and Leverage.

(14) Source of Funds (Name of Source)	(15) Amount of Leverage	(16) Type of Leverage (Cash or In-Kind)	(17) Other Source of Funds (Name of Source)	(18) Amount of Other Funds
				\$
				\$
				\$
				\$
				\$
				\$
				\$

\*The Neighborhood Stabilization Program (NSP) and HUD-VASH (VA Supportive Housing program) funds may be considered Government sources. Project applicants are encouraged to include funds from these sources, whenever possible. A CoC may receive a higher leveraging score if any of its project applicants identify NSP funds as a source of leverage for one or more projects.

# ATTACHMENT 5

## Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

Transitional Housing Program of stabilization and assessment, focusing on re-housing all persons; regardless of disability or background as quickly as possible in appropriate permanent housing.					
Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
Transitional Housing	<p>Housing with supportive services on-site or available through coordination designed to facilitate transition of eligible persons into appropriate permanent housing.</p> <p>Admission and continued stay criteria should not present any barriers for eligible populations and not exclude or exit persons due to any of the following without other cause:</p> <ul style="list-style-type: none"> <li>• active substance use</li> <li>• mental illness</li> <li>• family composition</li> </ul> <p>Participants may be required to participate in services that may be offered if it is the purpose of the project to provide those services.</p> <p>Program must comply with the written standards for determining and prioritizing which eligible individuals and families will receive transitional housing.</p> <p>Facility-based projects are encouraged to develop strategies to shorten the length of stay or move to a transition in place model.</p>	<p>Housing-focused services</p> <ul style="list-style-type: none"> <li>• Participants must have signed a lease or occupancy agreement that is for a term of at least one month and that ends in 24 months and cannot be extended</li> <li>• Provision of or formalized partnership to housing referrals and placement services</li> <li>• Linkage to community supports and/or wraparound system of services in relation to housing placement</li> </ul> <p>Supportive Services Coordination requires:</p> <ul style="list-style-type: none"> <li>• Services available to residents throughout the duration of their residence in the project</li> <li>• Engagement strategies guided by stages of change or similar model</li> <li>• Access to crisis intervention</li> <li>• Safety assessment particularly for youth and Domestic Violence Survivors</li> <li>• Public benefits screening and acquisition</li> <li>• Provision of or linkage to psychosocial, physical health, or substance use assessment</li> <li>• Linkage to mental health, medical, and substance use treatment as appropriate</li> <li>• Linkage to employment assessment and job training programs as appropriate</li> <li>• Provision of or linkage to child focused assessment</li> <li>• Assistance in accessing housing relocation resources/supports (security deposits, utilities)</li> <li>• 24-hour basic services (showers, beds, meals, laundry, hygiene products)</li> </ul>	<p>While the regulation permits up to 24 months, the shift is to focus on more rapid exit.</p> <p>Within 120-days households are stabilized, assessed, and connected with a viable permanent housing plan.</p> <p>Services may also be provided to for up to 6 months for persons exiting to permanent housing to assist their adjustment to independent living.</p>	<p>Restricted to specific subpopulations—such as homeless youth, domestic violence survivors, homeless persons with substance abuse issues, and pregnant women.</p>	<p><b>Secure appropriate permanent housing based on availability.</b></p> <p>30% of adult-headed households will exit to permanent, stable housing within 120 days</p> <p>50% of adult-headed households will exit to permanent, stable housing within 180 days</p> <p>90% of adult-headed households will exit to permanent, stable housing within 270 days or more.</p> <p>Less than 5% of program exits will be to another homeless location</p> <p>90% of participants at exit will have a documented location type</p> <p><b>Connected to needed services and/or resources.</b></p> <p>100% of participants are assessed for benefits eligibility.</p> <p>65% are enrolled in benefits programs.</p> <p>90% will exit with earned or other income</p> <p><b>Assisted to safety from domestic violence as appropriate.</b></p> <p>80% of participants learn safety planning.</p> <p>80% of participants learn about the cycle of violence.</p>

Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

<b>Transitional Housing</b> Program of stabilization and assessment, focusing on re-housing all persons, regardless of disability or background as quickly as possible in appropriate permanent housing.					
Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
		<ul style="list-style-type: none"> <li>Rents and occupancy charges are discouraged. If collected must be considered program income or may be reserved, in whole or in part, to assist the residents from whom they are collected to move to permanent housing.</li> </ul> <p><b>In addition, for programs specialized for domestic violence:</b></p> <ul style="list-style-type: none"> <li>Access to crisis intervention</li> <li>Crisis and domestic violence counseling</li> <li>Safety planning and assessment</li> <li>Safe, undisclosed location for both services and housing</li> <li>Legal advocacy for Orders of Protection</li> </ul>			

Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

<b>Permanent Housing</b>					
Community-based housing coupled with supportive services that are appropriate to the needs and preferences of eligible households and usually includes a rent subsidy that may be for a limited period of time or ongoing. Households sign a lease for a term of at least one year which is renewable for terms that are a minimum of one month long, and is terminable only for cause.					
<b>Program Type</b>	<b>Program Description</b>	<b>Essential Program Elements</b>	<b>Time Frame</b>	<b>Population</b>	<b>Desired /Expected Outcomes</b>
Rapid Rehousing	<p>Model of housing assistance that is designed to assist persons experiencing homelessness, with or without disabilities, to move as quickly as possible into permanent housing and achieve stability in that housing.</p> <p>Rapid re-housing assistance is time-limited, individualized, and flexible, and is designed to complement and enhance homeless system performance and the performance of other homeless projects</p> <p>Units may be scattered-site or project-based.</p> <p>Rapid re-housing allows eligible persons to be provided permanent housing quickly without spending long periods in shelter or transitional housing.</p>	<p>Refer to Essential Program Elements at the end of the table and the following additional items:</p> <ul style="list-style-type: none"> <li>Must comply with the written standards established by the CoC for determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance</li> </ul>	Up to 2 years of housing subsidy and intensive case management.	<p>Persons who are literally homeless and able to live independently in scattered-site or project-based housing.</p> <p>CoCs may apply for new projects created through reallocation for rapid re-housing to serve homeless households with children. Rapid re-housing projects must serve households with children living on the streets or in emergency shelter.</p>	<p><b>Obtain and remain in permanent housing.</b></p> <p>80% of participants placed in permanent housing will retain housing for at least 6 months</p> <p>60% of participants will increase their incomes through entitlements, employment, education or training within 2 years.</p>
Permanent Supportive Housing	<p>Long-term rental assistance with supportive services for persons who are coming from the street or shelter/interim housing. Majority of programs serve households with a disabled head-of-household, but disability requirement will be based on subsidy source requirements.</p>	<p>Refer to Essential Program Elements listed below table, as well as the following:</p> <ul style="list-style-type: none"> <li>Provision of permanent rent subsidies</li> <li>Project-based Services</li> <li>Permanent housing property management</li> <li>Case management must be offered on-site</li> </ul>	No time limits	<p>All consumers.</p> <p>Eligibility may be determined by subsidy provided.</p>	<p><b>Participants will remain in permanent housing.</b></p> <p>80% of participants will remain permanently housed for more than 6 months.</p> <p>85% of participants will remain permanently housed for 12 months.</p> <p>65% of participants will remain permanently housed for 24 months.</p>



Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

<b>Permanent Housing</b> Community-based housing coupled with supportive services that are appropriate to the needs and preferences of eligible households and usually includes a rent subsidy that may be for a limited period of time or ongoing. Households sign a lease for a term of at least one year which is renewable for terms that are a minimum of one month long, and is terminable only for cause.					
Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
	<p>Programs can operate on a project-based or scattered-site model. Programs should not require sobriety or medication/treatment compliance as a condition of housing attainment or retention.</p>	<p>Scattered-site Services</p> <ul style="list-style-type: none"> <li>Case management may be offered on-site at housing unit or at community-based location, but must be available at housing unit if clinically indicated or needed</li> </ul>			<p>85% of those without a reliable source of income at program entry will increase their income within the first year through acquisition of benefits, employment, or a combination of both.</p> <p>75% of participants will avoid incarceration annually.</p> <p>100% will be assessed annually for eligibility to transition to mainstream resources.</p>
Abstinence-Based Permanent Housing	<p>Housing that provides a structured, sober environment for individuals recovering from addiction to alcohol and/or other drugs. These programs emphasize recovery and treatment within a structured, therapeutic setting. Residents are encouraged to integrate with the community and to access community resources, including self-help groups and employment.</p>	<p>Refer to Essential Program Elements listed below, as well as the following:</p> <ul style="list-style-type: none"> <li>Sobriety requirement</li> <li>Provision of permanent rent subsidies</li> <li>Licensed as appropriate or as required</li> <li>Participant assessment of housing and services</li> <li>Provision of or linkage to agency-based permanent housing property management</li> <li>Public benefits screening and acquisition</li> <li>Service enriched environment with case management and clinical services offered on site</li> <li>Linkage to treatment centers, both residential and outpatient</li> <li>Medical, psychological assessment and referrals to services</li> <li>Linkage to community supports and/or wrap-around system of services</li> </ul>	No time limit	<p>Consumers in substance abuse recovery. May be enrolled in residential or outpatient treatment.</p>	<p><b>Participants will remain in permanent housing.</b></p> <p>80% of participants will remain permanently housed for more than 6 months.</p> <p>85% of participants will remain permanently housed for 12 months.</p> <p>85% of those without a reliable source of income at program entry will increase their income within the first year through acquisition of benefits, employment, or both.</p> <p>75% of participants will avoid incarceration annually.</p> <p><b>100% will be assessed annually for eligibility to transition to mainstream resources.</b></p>

Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
<b>Permanent Housing</b>	Community-based housing coupled with supportive services that are appropriate to the needs and preferences of eligible households and usually includes a rent subsidy that may be for a limited period of time or ongoing. Households sign a lease for a term of at least one year which is renewable for terms that are a minimum of one month long, and is terminable only for cause.	<p data-bbox="402 58 435 1992"><b>Essential Elements to all Permanent Supportive Housing types:</b></p> <ul data-bbox="435 58 760 1992" style="list-style-type: none"> <li data-bbox="435 58 467 1992">• Housing placement based on participants choice</li> <li data-bbox="467 58 500 1992">• Provision of rent subsidies (may be time limited or permanent)</li> <li data-bbox="500 58 532 1992">• Coordination between property management or landlord and service provider</li> <li data-bbox="532 58 565 1992">• Participant assessment of housing and service needs</li> <li data-bbox="565 58 597 1992">• Provision of or linkage to child focused assessment and appropriate services</li> <li data-bbox="597 58 662 1992">• Direct provision of or linkage to range of needed services including medical care, mental health care, substance abuse treatment, employment training/placement, legal assistance, parenting support, etc.</li> <li data-bbox="662 58 695 1992">• Provision of or linkage to intensive community-based case management services, which may scale down over time as the household becomes more independent.</li> <li data-bbox="695 58 727 1992">• Benefits acquisition (assessment, application, and follow up)</li> <li data-bbox="727 58 760 1992">• Assistance in accessing housing relocation resources/supports (security deposits, utilities, furnishings, etc)</li> </ul>			

**ATTACHMENT 6  
Tampa / Hillsborough County CoC**

**2013 Performance Evaluation of Existing CoC-Funded Supportive Services Only Projects**

Agency	Program	Eligibility Criteria	Population Served	Other Local Performance Measures					
				Persons maintained in housing over 6 months (includes exits after 6 months)	TH & SSO Only: Participants who moved to Permanent Housing (2013 NOFA was 65%)	Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits	Average cost per exit from Transitional to Permanent Housing
ACTS	Drew Park SSO		Homeless Veterans with disability -those who need services due to Traumatic Brain Injury, Epilepsy, Stroke, Amputation, Orthopedic Problems, Neurological Disorders, mental illness, chemical dependency/substance abuse, and/or co-occurring disorders	80%	80%	20%	> 54%	> 56%	Average All- \$7052
MHC d/b/a Gracepoint	The Hope Program	Homeless and at least one adult member of the household must have a disability. Any requirements for permanent housing chosen by the participant.	36 Households with children and 12 Single Person Households. Primary subpopulation is persons with severe mental illness who are provided supportive services while residing in community housing.	78%	55%	21%	90%	100%	\$8,333
MHC d/b/a Gracepoint	The Shop	The Shop, has limited rules and expectations of homeless who access the services - low demand, safe environment designed to promote engagement in services. Case management and supportive housing are based on availability. Supportive housing requires the individual have a disability.	50 Single Person Households receiving supportive services while residing in community housing. Drop-In Services to over 2,000 homeless persons with 7% engagement rate in 2012. Primary population is persons with severe mental illness and may serve persons with a co-occurring disorder of substance use.	87%		0%	64%	100%	

Tampa / Hillsborough County CoC  
 2013 Performance Evaluation of Existing CoC-Funded Transitional Housing Projects Safe Haven

Agency	Program	Eligibility Criteria	Population Served	TH & SSO Only: Participants who moved to Permanent Housing (2013 NOFA was 65%)	Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits	Bed Utilization (PIT Jan 2013)	Average cost per exit from Transitional to Permanent Housing
ACTS	Drew Park Transitional Housing Program	18+ years of age. Alcohol and drug free for 5 days. Psychiatric symptoms are stabilized. No convicted sex abusers. Must be ambulatory and capable of self care. Must be willing to abide by guidelines that govern the program.	Homeless Individuals with substance abuse/alcohol and or co-occurring mental illness issues. 67% Veterans based on GPD Funds.	80%	20%	> 54%	> 56%	Average All 84%	Average All- \$7052
Alpha House of Tampa	REN 2012 Welfare to Work	Need to be able to live independently. Must share common areas with other residents.	Pregnant and parenting women in crisis.	76%	32%	88%	100%	90%	\$4,873
The Salvation Army	Hope House	Homeless Must have some income or cash benefits	Single Men	85%	66%	74%	80%	95%	\$2,627
The Salvation Army	Hospitality House	Homeless Must have some income or cash benefits	Households with Children and Single Women	70%	63%	86%	67%	56%	\$4,799
The Spring of Tampa Bay	Transitional Housing	Domestic Violence	Households with Children and Single Women - Survivors of Domestic Violence	96%	22%	78%	89%	62%	\$7,398
VOA-FL	Women's Program	Must be homeless woman or woman with minor children, with both a mental illness and substance abuse diagnosis.	Households with Children and Single Women	81%	22%	50%	89%	78%	\$16,025
MHC d/b/a Gracepoint	Safe Place	Verification of homelessness and severe & persistent mental illness. AHCA 1823-Health Assessment and TB screening	Single persons with severe and persistent mental illness	68%	6%	42%	75%	76%	\$21,538

Tampa / Hillsborough County CoC  
 2013 Performance Evaluation of Existing CoC-Funded Permanent Supportive Housing

Agency	Program	Population Served	Status at Entry		Outcomes Performance Measures					
			2 or More Health / Mental Health Conditions	No Income at Entry	PSH Only: Persons maintained in housing over 6 months (includes exits after 6 months)	Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits	Bed Utilization (PIT Jan 2013)	Percent of Beds dedicated to Chronically Homeless
ACTS	Project-Based PHP	Singles and Households with Children with an adult member with disability - primarily substance use. Some preference for Veterans	47%	34%	80%	20%	>54%	>56%	Average All 84%	50%
ACTS	Scattered Site Leasing	Singles and Households with Children with an adult member with disability - primarily substance use	94%	0%	86%	20%	100%	100%	82%	13%
ACTS	Sandra Prince Samaritan Home	Chronically homeless individuals	61%	44%	83%	50%	67%	67%	86%	100%
THHI	HOME2	Chronically homeless - Singles and Households with Children with an adult member with disability - primarily mental health	42%	73%	77%	20%	30%	100%	97%	100%
THHI	SPHA	Singles and Households with Children with an adult member with disability - primarily HIV	43%	0%	100%	no exits	no exits	100%	100%	0%
THA	TRA Collaborative 2002	Singles and Households with Children with an adult member with disability - primarily mental health	50%	38%	85%	0%	100%	100%	92%	0%
THA	TRA Collaborative 2003	Singles and Households with Children with an adult member with disability - primarily mental health	37%	25%	89%	40%	60%	100%	100%	0%
THA	TRA Collaborative 2004	Chronically homeless individuals	46%	46%	83%	0%	88%	81%	75%	100%

Each project user performing in an area will be required to complete a corrective action plan.

Tampa / Hillsborough County CoC  
 2013 Performance Evaluation of Existing CoC-Funded Permanent Supportive Housing

Agency	Program	Population Served	Status at Entry		Other Social Performance Measures					
			2 or More Health / Mental Health Conditions	No Income at Entry	PSH Only: Persons maintained in housing over 6 months (includes exits after 6 months)	Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits	Bed Utilization (PIT Jan 2013)	Percent of Beds dedicated to Chronically Homeless
MHC d/b/a Gracepoint	Samaritan Leasing Project	Chronically homeless individuals	47%	34%	80%	20%	> 54%	> 56%	Average All 84%	50%
Plant City Housing Authority	Shelter plus Care - Chronic	Chronically homeless individuals	43%	70%	73%	6%	75%	100%	100%	100%
Plant City Housing Authority	Shelter plus Care - Mixed	Singles and Households with Children with an adult member with disability - primarily mental health	55%	60%	95%	0%	100%	100%	95%	100%
Project Return	Project-Based PSH	Singles with disability - primarily mental health	15%	29%	84%	13%	50%	83%	90%	0%
			35%	5%	75%	17%	100%	60%	75%	10%

Each project user performing in an area will be required to complete a corrective action plan.

## Bridgett McCormick

---

**From:** edi@homelessofhc.org on behalf of Maria Barcus, CEO, Tampa Hillsborough Homeless Initiative <edi@homelessofhc.org>  
**Sent:** Monday, December 09, 2013 1:09 PM  
**To:** Bridgett McCormick  
**Subject:** CoC - Draft Reallocation Strategy and Draft RFP

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# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## **DRAFT: Reallocation Strategy and Request for Proposals for FY 2013 - FY2014 CoC Program**

In accordance with the CoC process, here are the [draft Reallocation Strategy](#) and the [draft Request for Proposals \(RFP\)](#) with the draft scoring criteria for the Tampa / Hillsborough County CoCs response to the Notice of Funding Availability (NOFA) for the Fiscal Years 2013 and 2014 Continuum of Care Program Competition. The NOFA was published by the Department of Housing and Urban Development on November 22, 2013.

The Reallocation Strategy includes recommendations for reallocating specific projects that were determined through an evaluation of each project's performance to be underperforming, obsolete or available through other resources. The reallocated funds will be available to develop new permanent supportive housing and new rapid re-housing projects. The draft RFP includes the process for submitting new and renewal applications and the process for reviewing and scoring project applications to complete the Project Priority Listing in the Consolidated Application due, February 3, 2014.

The Reallocation Strategy was submitted on 12/4/2013, to organizations impacted directly by the recommendations. Both the Reallocation Strategy and the draft Request for Proposals was presented during the CoC Meeting, Thursday, December 5, 2013. [Click here for a copy of the PowerPoint from that meeting.](#)

*Please provide any comments regarding the Reallocation Strategy and/or the RFP by 3:00 pm Tuesday, December 10, 2013, to the Tampa Hillsborough Homeless Initiative, to the attention of Edi Erb at [edi@homelessofhc.org](mailto:edi@homelessofhc.org).*

The final documents and a breakdown of the scoring criteria will be made available on December 11, 2013.

Respectfully,



Maria Pellerin Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

Children's Board of Hillsborough County

Hillsborough County Housing Finance Authority

Tampa Hillsborough Homeless Initiative | 813-223-6115 | [lesa@homelessofhc.org](mailto:lesa@homelessofhc.org) |  
<http://www.homelessofhc.org>  
1414 N Marion Street  
Tampa, FL 33602

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[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).  
Homeless Coalition of Hillsborough County | PO Box 360181 | Tampa | FL | 33673-0181





## **Bridgett McCormick**

---

**From:** Cassandra Pierre <kassandra@homelessofhc.org>  
**Sent:** Tuesday, December 10, 2013 9:59 AM  
**To:** gking@mewilson.com; Michael Merrill; Michelle Sekouri; Sandy Murman; Jeffrey Huggins; curyd@hillsboroughcounty.org; Bob Buckhorn; Bridgett McCormick; Thomas Snelling; RoseMary Soto; Tod Leiweke; Sharon Love Lewis; david reed; John McKibbon; Marita Mowry; Joseph Clark; Jim Shimberg; Sabrina Odria; eivery@uwtb.org; efeliz@uwtb.org; Grace Posada; MMurphy@thespring.org; jeromer@thaf1.com; irene.womack@thaf1.com; marylynnu@dacco.org  
**Subject:** FW: Board finance packet for 12 10 2013 meeting  
**Attachments:** Board finance packet for 12 10 2013 meeting.pdf

Please find attached an additional finance packet

Kassandra Pierre, Office Manager/Executive Assistant to CEO  
Tampa Hillsborough Homeless Initiative  
Direct Line: 813-280-8741

---

**From:** Cathy James  
**Sent:** Tuesday, December 10, 2013 9:52 AM  
**To:** Cassandra Pierre  
**Subject:** FW: Board finance packet for 12 10 2013 meeting

Need to send out to board

Cathy James  
Finance Manager  
Tampa Hillsborough Homeless Initiative  
**Direct line 813-280-8747**  
Main office line 813-223-6115  
Fax line 813-223-6178  
[Cathy@Homelessofhc.org](mailto:Cathy@Homelessofhc.org)  
1414 N. Marion Street, Tampa, FL 33602-2635

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**From:** Cathy James  
**Sent:** Wednesday, December 04, 2013 5:12 PM  
**To:** Maria Barcus  
**Subject:** Board finance packet for 12 10 2013 meeting

Cathy James

Finance Manager  
Tampa Hillsborough Homeless Initiative  
**Direct line 813-280-8747**  
Main office line 813-223-6115  
Fax line 813-223-6178  
[Cathy@Homelessofhc.org](mailto:Cathy@Homelessofhc.org)  
1414 N. Marion Street, Tampa, FL 33602-2635

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# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

Finance Committee Report to the Board of Directors  
Monday, December 02, 2013

## Members in Attendance

Emery Ivery, Treasurer  
Mary Lynn Ulrey  
Craig Chamberlin  
Andy Libby  
Tom Fesler, representing Bonnie Wise

## THHI Staff in Attendance

Maria Barcus, CEO  
Cathy James, Finance Manager

## RECOMMENDATIONS TO THE BOARD

- The Committee unanimously recommends approval of the attached budget for the 12 months 10/1/2013 to 9/30/2014 (Motion by Ulrey, seconded by Chamberlin). The Committee further suggested a budget amendment later on, to reflect decisions regarding employee benefits and compensation.
- The Committee unanimously recommends approval of a Line of Credit in the amount of \$100,000 from PNC Bank (Motion by Ulrey, seconded by Chamberlin). We are awaiting the official term letter from Pittsburgh, but per 12/4/2013 conversation with our representative, the terms are  
Amount - \$150,000 (Regional Florida President, Joe Meterchick, approved the increase)  
Term – 1 year  
Rate – prime plus .75% (reduced .25% by Meterchick)  
UCC filing - \$128  
Annual fee – WAIVED by Meterchick (would have been \$375)

## ADDITIONAL INFORMATION

- Financials for 10/31/2013 are attached.
- Audit field work is in progress the 1st and 2nd weeks of December for the 2 audits (waivers will be obtained from funders that require us to deliver audits within 180 days for the 6/30/2013 audit)
  - 12 months ended 6/30/2013
  - 3 months ended 9/30/2013

**LEAD AGENCY FUNCTIONS**

	OCT 2013	NOV 2013	DEC 2013	JAN 2014	FEB 2014	MAR 2014	APR 2014	MAY 2014	JUN 2014	JUL 2014	AUG 2014	SEPT 2014	12 Month Total
<b>Revenue</b>													
HUD-HMIS Grant	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,200	23,643	278,843
DCF Coalition Assistance	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	7,143	85,716
VA Count	12,500	12,500	12,500	12,500	12,500	12,500							50,000
City of Tampa Support	13,750	13,750	13,750	13,750	13,750	13,750			13,750			13,750	55,000
Hillsborough County Support	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	225,000
Hillsborough County ESG-HMIS through 4/30/2014			25,000	25,000	25,000	25,000	25,000						100,000
Hillsborough County ESG-HMIS through 9/30/2014								10,000	10,000	10,000	10,000		40,000
Children's Board	50,000												50,000
<b>TOTAL LEAD AGENCY INCOME</b>	<b>49,093</b>	<b>49,093</b>	<b>125,343</b>	<b>86,593</b>	<b>86,593</b>	<b>100,343</b>	<b>74,093</b>	<b>59,093</b>	<b>72,843</b>	<b>59,093</b>	<b>59,093</b>	<b>63,286</b>	<b>894,559</b>

**Expenses**

CEO	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	91,356
Finance and HR Manager	2,877	2,877	2,877	2,877	2,877	2,877	2,877	2,877	2,877	2,877	2,877	2,877	43,732
CoC Coordinator	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
Communication & Sp. Events	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	24,492
HMIS Manager	4,740	4,740	4,740	4,740	4,740	4,740	4,740	4,740	4,740	4,740	4,740	4,740	56,880
HMIS Trainer/Help Desk	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	40,332
HMIS Quality Assurance Specialist (New Hire)	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Subtotal of Personnel Salaries	29,382	29,382	29,382	29,382	30,533	30,533	30,533	30,533	30,533	30,533	30,533	30,533	361,792
Taxes and Benefits	9,402	9,402	9,402	9,402	9,771	9,771	9,771	9,771	9,771	9,771	9,771	9,771	115,773
Performance Bonuses	1,175	1,175	1,175	1,175	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	14,468
Total Salaries & Related	39,959	39,959	39,959	39,959	41,525	41,525	41,525	41,525	41,525	41,525	41,525	41,525	492,033
Indirect Expense Allocation	5.9	5.9	5.9	5.9	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	61.071
Hourly help/consultants/interns	6,981	4,119	4,677	4,703	4,610	4,906	5,921	5,220	4,549	4,976	6,165	4,244	14,284
VA/Count Expenses (60% of grant)	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	30,000
VA/Count Expenses (\$20,000 of Program Manager salary)	7,500	7,500	7,500	7,500	7,500	7,500							20,000
	5,000	5,000	5,000	5,000	5,000	5,000							

**HMIS Direct Expenses**

HMIS Software Licenses funded by Children's Board	50,000												50,000
HMIS Software and Hardware funded by County ESG-HMIS ending 4/30/2013	15,000	15,000	15,000	15,000	15,000	15,000	15,000						60,000
HMIS Software funded by County ESG-HMIS ending 9/30/2013								10,000	10,000	10,000	10,000		40,000
Computer Network Maintenance and Connectivity													
Equipment lease and maintenance													
Bowman Software in excess of CBHC and ESG													
Telephone & communications													
HMIS Services													
Subtotal	71,440												71,440

**TOTAL LEAD AGENCY EXPENSES**

	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,954	5,954	5,954	5,954	71,440
	54,084	51,222	114,280	79,306	80,778	81,074	69,589	63,888	63,218	63,645	64,834	52,913	838,828
<b>LEAD AGENCY INCOME LESS EXPENSES</b>	<b>-4,991</b>	<b>-2,129</b>	<b>11,063</b>	<b>7,287</b>	<b>5,815</b>	<b>19,269</b>	<b>4,504</b>	<b>-4,795</b>	<b>9,625</b>	<b>-4,552</b>	<b>-5,741</b>	<b>10,373</b>	<b>45,731</b>



**INDIRECT EXPENSES**

	<u>Oct. 2013</u>	<u>Nov. 2013</u>	<u>Dec. 2013</u>	<u>Jan. 2014</u>	<u>Feb. 2014</u>	<u>Mar. 2014</u>	<u>Apr. 2014</u>	<u>May 2014</u>	<u>June 2014</u>	<u>July 2014</u>	<u>Aug. 2014</u>	<u>Sept. 2014</u>	<u>12 month total</u>
Office Manager	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	41,340
Office Manager Fringe and Benefits (32%)	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	13,224
Performance Bonus	138	138	138	138	138	138	138	138	138	138	138	138	1,656
Liability, property, crime, professional D&O	2,600	0	0	0	0	0	2,300	350	0	0	3,000	0	8,250
Audit and Accounting Fees	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Meeting expenses	2,300	200	200	200	200	200	200	200	200	200	200	200	4,500
Travel, conference and dues expenses	25	25	25	25	25	25	325	775	25	1,075	175	25	2,550
Non-Grant Program Services	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Bank Service Charges	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Continuum of Care - Public Notices	0	0	300	200	100	300	0	0	0	0	0	0	900
State of Florida Corporate business expenses	0	0	125	140	0	0	0	0	0	0	0	0	265
Equipment lease & maintenance	22	22	542	22	22	542	22	22	22	22	22	22	1,304
Office Supplies & outside printing	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Postage, Shipping, Delivery	100	100	100	100	100	75	75	75	75	75	75	75	75
Television connectivity	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Office expenses	450	300	300	300	450	300	565	450	300	450	300	300	4,465
<b>Total Indirect Expenses</b>	<b>11,832</b>	<b>6,982</b>	<b>7,927</b>	<b>7,927</b>	<b>7,557</b>	<b>8,042</b>	<b>9,707</b>	<b>8,557</b>	<b>7,457</b>	<b>8,157</b>	<b>10,107</b>	<b>6,957</b>	<b>101,254</b>

Homeless Coalition of Hillsborough County, Inc.  
Balance Sheets

	10/31/2013	9/30/2013	\$ Change
<b>ASSETS</b>			
Current Assets			
Checking/Savings			
10000 · Cash and cash equivalents	8,670.44	152,730.34	(144,059.90)
10020 · PNC Bank-Main Acct. 6984	38,051.98	31,265.98	6,786.00
10050 · PNC Bank - HFA Up & Out Account	39,855.24	39,855.24	0.00
10300 · Fifth Third Bank	25.00	25.00	0.00
10900 · Petty cash	86,602.66	223,876.56	(137,273.90)
Total 10000 · Cash and cash equivalents	86,602.66	223,876.56	(137,273.90)
Total Checking/Savings	86,602.66	223,876.56	(137,273.90)
Accounts Receivable			
12100 · Grants receivable	525,770.35	444,380.44	81,389.91
Total Accounts Receivable	525,770.35	444,380.44	81,389.91
Other Current Assets			
12300 · Accrued accounts receivable	32,219.18	55,202.56	(22,983.38)
12324 · Pledge receivable - short term	5,655.00	5,755.00	(100.00)
12325 · Pledge receivable - long term	14,465.00	14,465.00	0.00
12400 · Due from Other	6,300.00	6,300.00	0.00
Total Other Current Assets	58,639.18	81,722.56	(23,083.38)
Total Current Assets	671,012.19	749,979.56	(78,967.37)
Fixed Assets			
15000 · Net property and equipment			
15050 · MLK - Land	52,703.75	52,703.75	0.00
15100 · MLK - Building	158,111.25	158,111.25	0.00
15200 · MLK - Building renovation costs	344,174.69	344,174.69	0.00
15300 · Furniture and equipment	100,615.43	100,615.43	0.00
15350 · Computer equipment	69,685.10	69,685.10	0.00
16200 · Accum depr - MLK building	(16,742.86)	(16,742.86)	0.00
16300 · Accum deprec - furn.& fixt.	(68,998.26)	(68,998.26)	0.00
16350 · Accum deprec - Computer equip.	(64,671.19)	(64,671.19)	0.00
Total 15000 · Net property and equipment	574,877.91	574,877.91	0.00
Total Fixed Assets	574,877.91	574,877.91	0.00

Homeless Coalition of Hillsborough County, Inc.  
Balance Sheets

	10/31/2013	9/30/2013	\$ Change
Other Assets			
19100 - Deposits - MLK TECO	50.00	50.00	0.00
Total Other Assets	50.00	50.00	0.00
<b>TOTAL ASSETS</b>	<b>1,245,940.10</b>	<b>1,324,907.47</b>	<b>(78,967.37)</b>
<b>LIABILITIES &amp; EQUITY</b>			
Liabilities			
Current Liabilities			
Accounts Payable			
20100 - Accounts payable	97,694.92	145,380.83	(47,685.91)
Total Accounts Payable	97,694.92	145,380.83	(47,685.91)
Other Current Liabilities			
20200 - Accrued expenses - other	20,680.01	20,680.01	0.00
20300 - Accrued paid leave	4,583.60	4,583.60	0.00
20500 - Payroll Liabilities	1,588.83	1,585.45	(26.62)
22000 - Due to State of Florida - HPRP	140.56	140.56	0.00
Total Other Current Liabilities	26,963.00	26,989.62	(26.62)
Total Current Liabilities	124,657.92	172,370.45	(47,712.53)
Long Term Liabilities			
25000 - Contingent Liability	390,750.00	390,750.00	0.00
Total Long Term Liabilities	390,750.00	390,750.00	0.00
Total Liabilities	515,407.92	563,120.45	(47,712.53)
Equity			
30100 - Unrestrict (retained earnings)	802,439.74	802,439.74	0.00
31000 - Opening Bal Equity	6,720.66	6,720.66	0.00
33000 - Temporarity Restr. Net Assets	14,465.00	14,465.00	0.00
Net Income	(93,093.22)	(61,838.38)	(31,254.84)
Total Equity	730,532.18	761,787.02	(31,254.84)
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,245,940.10</b>	<b>1,324,907.47</b>	<b>(78,967.37)</b>



Homeless Coalition of Hillsborough County, Inc.  
 Schedule of Pass Through Grants Administered by HCHC  
 As of 10/31/2013

Program Title	Contract Dates	Total Award	Proportional Grant Dollars to date	Drawn/billed to date	Comment	Contract #
HUD Supportive Housing - SPAH	4/1/2013 to 3/31/2014	\$38,489.00	\$22,452.00	\$11,027.00		FL0015L4H011204
HUD Supportive Housing - Home 2	12/1/2011 to 11/30/2013	\$499,745.00	\$478,922.00	\$318,578.84	Home 2's award was based on the worst case scenario that client's would have no income. The success story is that some of the clients now have income and therefore the subsidy has been reduced. The program is fully occupied with waiting list maintained by Gracepoint (formerly MCHI). Because rents are less than budgeted, we will add one unit.	FL0370B4H011000
HUD Supportive Housing - Home 3		\$513,702.00	\$0.00	\$0.00	Gracepoint (formerly MCHI) placed 1 client in October but no draw was made.	
HUD Supportive Housing - Plant City Shelter + Care	10/1/2013 to 9/30/2014	\$400,655.00	\$33,388.00	\$30,024.25		FL0439L4H011201 and FL0438L4H011201
HUD VHPD - Veterans Homelessness Prevention Demonstration	2/3/2011 to 2/2/2014	\$2,000,000.00	\$1,833,333.00	\$1,764,989.40	HUD is exploring extending the end date from 2/2/2014 to 9/30/2014 if funds are available.	FL001VB4H030900
VA SSVF - Supportive Services for Veteran Families	10/1/2013 to 9/30/2014	\$1,000,000.00	\$83,333.00	\$34,463.56	This is Year 3 month 1 - this is TFA only. Sub-contractors had not billed yet.	14-FL-027
Housing Finance Authority of Hillsborough County - Up & Out Program	Ongoing	20 units			Admin dollars of HFA of Hillsborough County to support 24 months of subsidized housing for 20 clients. HCHC has been offered 5 additional slots	

Homeless Coalition of Hillsborough County, Inc.  
October 2013 - OPERATIONS ONLY

**NARRATIVE**

Grant revenue earned - Funding from the County of \$225,000 for the year has not been contracted. Billing of THHI personnel for SSVF and VHPD grants has not been submitted due to time constraints.

Other Earned Revenue -

Salaries & related expenses - cost of living increases budgeted has not been paid.

Business insurance expenses -

Professional and Consulting expenses -

Travel & Meetings expenses -

Non-Grant Program Services - MLK property will be transferred to ACTS prior to year end. Note that this category includes Advocacy costs, HUD Priority Community Initiative costs, Point in Time Count expenses, AmeriCorps VISTA costs, RNC Project costs and the MLK property expenses.

General & Administrative expenses -

HMIS non-personnel expenses -

In-kind services of \$17,640 has been donated to THHI for Brand Identity Development

**Homeless Coalition of Hillsborough County, Inc.  
Profit & Loss**

October 2013

Ordinary Income/Expense	
Income	
40000 · Grants Received - Pass Throughs	195,588.08
50000 · Earned Revenues & Other Income	39,491.45
<b>Total Income</b>	<u>235,079.53</u>
Gross Profit	235,079.53
Expense	
60000 · Corporate Operations	73,324.34
80000 · Grant Pass Throughs	193,010.03
<b>Total Expense</b>	<u>266,334.37</u>
Net Ordinary Income	(31,254.84)
Other Income/Expense	
Other Income	
93000 · In Kind Donation of goods/svs	17,640.00
<b>Total Other Income</b>	<u>17,640.00</u>
Other Expense	
93500 · Donated Brand Identity Developm	17,640.00
<b>Total Other Expense</b>	<u>17,640.00</u>
Net Other Income	<u>0.00</u>
Net Income	<u><u>(31,254.84)</u></u>

Homeless Coalition of Hillsborough County, Inc.  
**Profit & Loss - OPERATIONS ONLY**

October 2013

Earned Revenues & Other Income	
51000 · Federal Programs	23,200.00
51103 · HUD-HMIS 2013-2014	223.00
51200 · HUD HIV/AIDS Leasing Program	1,103.85
51300 · HUD VHPD Administration	1,054.06
51310 · HUD VHPD Data Collection	1,619.14
51330 · HUD VHPD Check Processing	385.53
51650 · HUD Home 2 Admin	<u>27,585.58</u>
Total 51000 · Federal Programs	
52000 · State of Florida Programs	7,142.85
52100 · DCF-Coalition Assistance	<u>7,142.85</u>
Total 52000 · State of Florida Programs	
55000 · Plant City Housing Authority	907.22
55100 · PC S+C Chronic Admin	1,316.80
55200 · PC S+C Family Admin	<u>2,224.02</u>
Total 55000 · Plant City Housing Authority	
57000 · Other Earned Revenue	2,354.00
58300 · Rental Income - MLK property	185.00
58600 · Donations from the public	<u>2,539.00</u>
Total 57000 · Other Earned Revenue	
Total 50000 · Earned Revenues & Other Income	39,491.45
Expense	
60000 · Corporate Operations	46,994.98
61000 · Salaries & related expense	1,509.22
61100 · Salaries	
61125 · Additional Compensation to CEO	
61200 · Payroll Taxes & Benefits	3,699.05
61210 · Payroll Taxes-employer FICA	30.60
61220 · Payroll Taxes-FUTA & SUTA	
61230 · Group Health Insurance	6,210.78

**Homeless Coalition of Hillsborough County, Inc.  
Profit & Loss - OPERATIONS ONLY**

October 2013

61250 · Retirement Plan Contributions  
Total 61200 · Payroll Taxes & Benefits

2,910.25  
12,850.68

Total 61000 · Salaries & related expense

61,354.88

62000 · Insurance Expense  
62400 · Insurance Professional D&O  
Total 62000 · Insurance Expense

2,172.74  
2,172.74

66000 · Travel & Meetings Expense  
66100 · Meeting expenses  
66200 · Travel and conference expenses  
66220 · Staff travel - Transportation  
66230 · Staff travel - Lodging  
Total 66200 · Travel and conference expenses

1,192.28  
521.58  
89.00  
610.58

Total 66000 · Travel & Meetings Expense

1,802.86

67000 · Non-Grant Program Services  
67310 · AmeriCorps VISTA costs  
67400 · MLK property - Operating exp.  
67405 · MLK Management fee  
67415 · MLK-Utilities  
67420 · MLK-Security  
67425 · MLK-Maintenance & Supplies  
Total 67400 · MLK property - Operating exp.

223.40  
1,770.42  
25.71  
538.43  
475.00  
2,809.56

67500 · Miscellaneous Svcs - Unfunded  
Total 67000 · Non-Grant Program Services

1,280.35  
4,313.31

Homeless Coalition of Hillsborough County, Inc.  
**Profit & Loss - OPERATIONS ONLY**

October 2013

68000 - General & Administrative Exp.		
68110 - Bank Service Charges	82.70	
68120 - Bad debt expense	0.00	
68145 - Computer network R&M	861.65	
68150 - Books, Subscriptions, Reference	63.03	
68160 - Copier lease & maintenance	1,117.62	
68180 - Office Supplies	140.19	
68200 - Postage, Shipping, Delivery	139.60	
68210 - Websites and connectivity	219.95	
68220 - Software license fees	50.00	
68240 - Telephone & telecommunications	644.58	
68260 - Maint. & Repairs - Corp. office	10.35	
68900 - Office expenses	350.88	
Total 68000 - General & Administrative Exp.	<u>3,680.55</u>	
Total 60000 - Corporate Operations	73,324.34	
		Net Ordinary Income (33,832.89)
Other Income/Expense		
Other Income		
93000 - In Kind Donation of goods/svs	17,640.00	
Total Other Income	<u>17,640.00</u>	
Other Expense		
93500 - Donated Brand Identity Developm	17,640.00	
Total Other Expense	<u>17,640.00</u>	
Net Other Income	0.00	
		Net Income <u><u>(33,832.89)</u></u>

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Friday, December 13, 2013 3:38 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf1.com; Jim Shimberg; Joe Clark; John McKibbon; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; irenew@thaf1.com; Kassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Final HUD Application Documents  
**Attachments:** Complete RFP 2013 CoC Program Competition FL-501.pdf; 2013 - Reallocation Strategy for 2013 CoC Competitive Grant Program.pdf

**NOTICE:**

Attached are the final approved Reallocation Strategy and the final Request for Proposals (RFP) for the Tampa / Hillsborough County CoCs response to the Notice of Funding Availability (NOFA) for the Fiscal Years 2013 and 2014 Continuum of Care Program Competition published by the Department of Housing and Urban Development on Friday, November 22, 2013.

Based on the reallocation strategy approved by the Tampa Hillsborough Homeless Initiative, there is an estimated \$2,134,349, available for new projects, \$3,885,753 available for renewal projects, and \$75,251 specifically dedicated for a new project application for planning costs. Details of eligible applicants and projects, along with the process for submitting an application are included in the NOFA. A technical assistance workshop for this RFP will be held Friday, December 13, 2013 for all interested applicants at 9:00 am at ACTS, 4612 N. 56th Street. Attendance is highly encouraged but not mandatory. The deadline for submitting a project application in response to this RFP is Tuesday, December 31, 2013.

XXXXXXXXXXXXXXXXXX

**THHI Board Members:**

The attached documents were transmitted by email and posted on our web site yesterday. A workshop for interested applicants was held this morning.

Pursuant to the discussion at the Board meeting, we added a sentence making it clear that only one-year requests for housing and services would be considered. Funding for capital projects, though eligible under HUD guidelines, requires that either 3 or 5 years of operating funding be committed at the same time. Multiple year funding for a single project would take up most of the available funding.

However, we are likely to receive applications for projects operating out of existing facilities. At your next meeting, we will review how housing is inspected under the different programs funded by HUD. Any existing facility to be used as part of a new project is reviewed as part of the Technical Submission to HUD. This is a detailed process that projects selected for funding are required to undergo. That is when facility issues are reviewed by HUD. If a facility runs into difficulties, the grant recipient is allowed to propose another facility.

Thank you for your help. Have a good weekend.

## **Maria**

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740



**TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE  
2013 CONTINUUM OF CARE PROGRAM COMPETITION  
REQUEST FOR PROPOSALS**

**INTRODUCTION**

As the Collaborative Applicant, the Tampa Hillsborough Homeless Initiative is seeking proposals from qualified entities to be included in the 2013 application to the U.S. Department of Housing and Urban Development for the Continuum of Care Program. The Department of Housing and Urban Development released the Notice of Funding Availability for the Fiscal Years 2013 and 2014 Continuum of Care Program Competition on Friday, November 22, 2013.

This RFP provides all of the instructions and references needed to submit a renewal application, new application using funds that have been reallocated from an existing project, and the process that will be followed by the Collaborative Applicant to apply for planning costs.

A copy of this RFP is available at <http://www.homelessofhc.org> or by calling (813) 223-6115.

**CRITICAL DATES AND DEADLINES**

Draft RFP Presented to CoC for Input	Thursday, December 5, 2013
Approval of the Draft RFP by the Board	Tuesday, December 10, 2013
Final RFP Issued:	Thursday, December 12, 2013
Technical Assistance Workshop	Friday, December 13, 2013 9:00 AM, ACTS, 4612 N. 56 <sup>th</sup> Street, Tampa <b>Recommended but not mandatory.</b>
Written Questions Due	Wednesday, December 18, 2013 5:00 PM
Response to Questions	Monday, December 23, 2013 4:00 PM
Deadline for Response to RFP:	Tuesday, December 31, 2013, 4:00 PM
Complete Review of Threshold/Completion Criteria- Notice to Applicants	Friday, January 3, 2014
Last Day to Submit Corrections to Threshold/Completion Review	Tuesday, January 7, 2014, 4:00 P.M.
Orientation of Review Committee	Wednesday, January 8, 2014, Time and Location TBD
Delivery of Applications to Review Committee	Wednesday, January 8, 2014 During Orientation
Review Committee Meets	Wednesday, , January 15, 2014, Time and Location TBD <b>Mandatory Meeting for Applicants</b>
Notice of Committee's Decision to Applicants	Wednesday, January 15, 2014
Last Day to Appeal	Friday January 17, 2014, :00 PM
THHI Board Meeting	Week of January 20th
Response by the Board to Applicant Appeals	Friday, January 24, 2013
Target Submittal Deadline to HUD	Friday, January 31, 2014
Deadline for Consolidated Application	Monday, February 3, 2014

## **BACKGROUND**

The CoC Program is authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act, (42 U.S.C. 11381–11389). The United States Department of Housing and Urban Development (HUD) administers the McKinney-Vento Homeless Assistance Act programs and awards these funds competitively upon release of an annual Notice of Funding Availability (NOFA). This year, the NOFA released by HUD covers FY2013 and FY 2014. A single consolidated application will be submitted to HUD by the Collaborative Applicant. The CoC Consolidated Application is made up of the following three parts

1. The 2013-2014 CoC Application is completed by the Collaborative Applicant with input from the CoC. This includes information about the CoC planning body, governance structure, overall performance, and the strategic planning process. This part of the application is scored and will determine the order in which project applications submitted by the Collaborative Applicant are funded. This score will apply to funds requested for FY 2013 and FY 2014.
2. The 2013 Project Application is submitted by eligible organizations for renewal projects, new projects, and the CoC planning funds. There will be a separate RFP for the 2014 Project Applications.
3. The Priority Listings are completed by the Collaborative Applicant based on the ranking as described in this RFP of the projects being submitted.

The CoC Program interim rule (24 CFR part 578) provides the requirements for implementation and administration of the CoC Program. Organizations interested in applying should read the NOFA in its entirety along with the CoC Program interim rule (24 CFR part 578) in order to gain a comprehensive understanding of the CoC Program requirements. Applicants should also review the General Section of the NOFA, published on July 23, 2012 and the General Section Technical Correction, published October 13, 2012.

Terms and concepts used throughout this RFP are either defined in the CoC Program interim rule, 24 CFR 578.3 or in the NOFA.

Documents referenced in this RFP can be found on the OneCPD Resource Exchange at [www.onecpd.info](http://www.onecpd.info).

## **TECHNICAL ASSISTANCE WORKSHOP**

A technical assistance workshop for this RFP will be held **Friday, December 13, 2013 for all interested applicants at 9:00 am at ACTS, 4612 N. 56<sup>th</sup> Street. Attendance is highly encouraged but not mandatory.** Questions and answers not already addressed in the RFP will be recorded and made available through the website at [www.homelessofhc.org](http://www.homelessofhc.org) or by calling (813) 223-6115.

Project applicants are strongly encouraged to review the CoC Program Interim Rule, training materials, and other program resources via the OneCPD Resource Exchange at [www.onecpd.info](http://www.onecpd.info).

## **FEDERAL POLICY PRIORITIES**

In addition to the Department priorities, Goal 2. Meet the Need for Quality Affordable Rental Homes and Goal 3. Utilize Housing as a Platform for Improving Quality of Life, outlined in the FY 2013 General Section NOFA, applications submitted to HUD for the FY 2013/2014 CoC Program Competition will be evaluated in part based on the extent to which they further the achievement of HUD's goals as articulated in HUD's Strategic Plan and the *Opening Doors: Federal Strategic Plan to Prevent and End*

*Homelessness.* Specifically, the FY 2013 CoC Program Competition will prioritize CoC and project applications that address the goals listed below:

- **Strategic Resource Allocation.** Each CoC must comprehensively review all existing projects within its geographic area, using CoC-approved scoring criteria and selection priorities. HUD recommends the funds for projects determined to be underperforming, obsolete, or ineffective to be reallocated to new projects that are based on proven or promising models.
- **Ending Chronic Homelessness by 2015.** Communities must increase the number of beds specifically for persons experiencing chronic homelessness. This can be achieved through reallocation of existing projects to support new permanent supportive housing projects and through prioritization of existing permanent supportive housing as units become available through turnover.
- **Ending Family Homelessness.** Implementation of Rapid Re-Housing is a model of housing assistance designed to assist the homeless, with or without disabilities, move as quickly as possible into permanent housing and achieve stability in that housing. Rapid re-housing assistance is time-limited, individualized, and flexible, and is designed to complement and enhance homeless system performance and the performance of other homeless projects.
- **Removing Barriers to CoC Resources.** CoCs should review system and project level eligibility criteria to identify and remove barriers to accessing services and housing that are experienced by homeless individuals and families. Facilitating access to the appropriate level of assistance can best be achieved through the implementation of the Coordinated Assessment System.
  - HUD encourages CoCs to carefully review the transitional housing models within the geographic area for cost-effectiveness, performance, and eligibility criteria and determine if rapid re-housing may be a better model for the individuals being assisted. HUD recommends transitional housing for specific subpopulations—such as homeless youth, domestic violence survivors, homeless persons with substance abuse issues, and pregnant women.
  - CoCs should prioritize those who are identified as most in need (e.g., those who have been living on the street the longest, homeless households with children living in unsheltered situations, those that are considered most medically vulnerable) for placement into appropriate housing.
- **Maximizing the Use of Mainstream Resources.** HUD strongly encourages CoCs and project applicants to ensure that they are maximizing the use of all mainstream services available. While the CoC Program interim rule allows for the payment of certain supportive service costs and Supportive Services Only projects, it is more efficient for CoCs to use mainstream resources where possible and use HUD funds for housing-related costs.
- **Building Partnerships.** HUD encourages CoCs to partner with PHAs to help end homelessness. Some examples include giving preferences for homelessness and adopting strategies to assist current program participants in accessing PHA housing resources as they become ready to do so. CoCs should assess the extent to which philanthropy plays a role within the community and consider how to maximize their engagement in ending homelessness
- **Other Priority Populations.** While new funding opportunities through reallocation will only be available for the chronically homeless and homeless households with children, HUD also expects CoCs to consider the needs of other homeless populations that may be prevalent in the CoC's geographic area, especially the needs of veterans and their families and unaccompanied youth (section VII.A.1.f of this NOFA).

## **RENEWAL PROJECT APPLICATIONS**

Attachment 1 includes a complete list of the existing projects to be considered for renewal. Inclusion on this project list is not a guarantee the project will be renewed. HUD is encouraging CoCs to support renewal projects that are high performing, high priority, and that meet identified needs and gaps in the continuum. CoCs are also strongly encouraged to take advantage of the reallocation process to create a new project application. Projects listed that have been recommended and approved for reallocation and the strategy for reallocating the selected projects is detailed in the *Tampa / Hillsborough County Continuum of Care, 2013 Continuum of Care Program Competition, Reallocation Strategy*. Renewal projects are limited to 1 year funding and cannot exceed the total amount approved as indicated on the Grant Inventory Worksheet (GIW) approved during the 2013 Registration Process

## **NEW PROJECT APPLICATIONS**

New projects may be created with funding reallocated from an existing project and may only be used to create new permanent housing. Permanent housing is community-based housing, the purpose of which is to provide housing without a designated length of stay. Program participant must be the tenant on a lease for a term of at least one year that is renewable and is terminable only for cause. The lease must be renewable for terms that are a minimum of one month long. Permanent housing includes both permanent supportive housing and rapid re-housing.

- *Permanent supportive housing (PSH)* is designed to provide assistance to individuals and families in which one adult or child has a disability. Supportive Services designed to meet the needs of the program participants must be made available to the program participants to support their ability to live independently.
- Rapid Re-Housing is a model of housing assistance that is designed to assist the homeless, with or without disabilities, move as quickly as possible into permanent housing and achieve stability in that housing. Rapid re-housing assistance is time-limited, individualized, and flexible, and is designed to complement and enhance homeless system performance.

In this competition, New Project Applicants are restricted to a one-year grant term and the following costs: leasing, rental assistance, operating costs, and supportive services.

The Collaborative Applicant is the only organization eligible to apply for funds specifically available for planning. The application for CoC planning costs must provide a description of the activities that will be carried out with grant funds.

## **FUNDING AVAILABLE**

As HUD expected, funds appropriated for the program are not sufficient to cover the expenditures of all renewal projects, and as such, the only new projects that are eligible for submission are those created with reallocated funding and the costs for a planning grant.

To provide communities the ability to indicate to HUD which projects are of the highest priority for FY 2013, CoCs must rank projects in tiers by financial thresholds. Tier 1 is equal to the Annual Renewal Demand (ARD) for the Tampa / Hillsborough County CoC of \$6,020,102 less 5 percent, which equals \$5,719,096.90. Tier 2 is equal to \$376,256.10, which is the balance of the ARD and an additional \$75,251 for a planning grant.

HUD will not fund Tier 2 projects until all projects in Tier 1 across all CoCs have been funded. Projects ranked in Tier 1 are considered relatively safe, while projects in Tier 2 are at risk. Two bonus points are

provided for ranking all Supportive Services Only (SSO) projects in Tier 2. Higher scoring applications have a better chance of being awarded funding for projects in Tier 2.

Based on the reallocation strategy approved by the Tampa Hillsborough Homeless Initiative, there is an estimated \$2,134,349, available for new projects, \$3,885,753 available for renewal projects, and \$75,251 specifically dedicated for a new project application for planning costs.

### **ELIGIBLE APPLICANTS**

Eligible project applicants include nonprofit organizations, State government, local governments, instrumentalities of State and local governments, and public housing agencies. For-profit entities are not eligible to apply for grants or to be sub-recipients of grant funds. Applicants must be able to meet the thresholds described in the NOFA and this RFP.

### **ELIGIBLE POPULATIONS**

New permanent supportive housing projects created through reallocation must serve persons considered chronically homeless by HUD's definition, including single person households and families with children. Rapid Re-housing projects must serve homeless households with children, with or without disabilities who are living on the streets or in emergency shelter at the time of entry.

Projects may limit admission to, or provide a preference for, subpopulations of homeless persons and families who need the specialized supportive services that are provided in the housing. While the housing may offer services for a particular type of disability, no otherwise eligible individual with a disability, who may benefit from the services provided, may be excluded on the grounds that they do not have a particular disability pursuant to 24 CFR 578.93(b)(7).

### **ADDITIONAL REQUIREMENTS**

Housing leased with Continuum of Care program funds, or for which rental assistance payments are made with Continuum of Care program funds, must meet the applicable housing quality standards (HQS) under 24 CFR 82.401 of this title, except that 24 CFR 982.401(j) applies only to housing occupied by program participants receiving tenant-based rental assistance. Housing must be inspected by approved inspector at least annually during the period of assistance to ensure that the units continue to meet HQS.

### **APPLICATION REQUIREMENTS**

New and Renewal Projects must demonstrate the organization's ability to meet the threshold requirements as described in Attachment 2. This includes demonstrating understanding of the CoC Program and targeted population, as well as their capacity to implement the proposed project timely, using promising and evidenced based models of care drafted for the Tampa / Hillsborough County CoC, and included as Attachment 3, and their ability to leverage other resources. Projects must be able to demonstrate their ability move homeless persons into permanent housing, stabilize households in permanent housing, and increase the household income and access to mainstream resources. In addition, applicants must be able and willing to comply with the UNITY Information Network (Homeless Management Information System) data collection and reporting requirements.

Each organization will be required to create or update an Applicant Profile in esnaps before proceeding with the Application.

**DEADLINE**

The deadline for submitting a project application in response to this RFP is Tuesday, December 31, 2013. By the grant deadline, applications must be submitted electronically in esnaps and supplemental materials must be delivered to the Tampa Hillsborough Homeless Initiative office, located at, 1414 N. Marion Street, Tampa, 33602.

In order to be considered "on time," the application must reflect submission in esnaps by the deadline. The applicant is encouraged to print confirmation of the submission in esnaps. Project Applicants will receive a receipt acknowledging the time and date of delivery when supplemental materials are delivered to the Tampa Hillsborough Homeless Initiative office. Applications submitted in esnaps and supplemental materials received after the deadline shall, at the discretion of the Collaborative Applicant be rejected without consideration.

**ELIGIBLE COSTS NEW AND RENEWAL PROJECTS**

24 CFR 578.37 through 578.63 identify the costs eligible for funding. Projects requesting funding for ineligible costs or to serve an ineligible population will be rejected. New Projects and projects renewing their funding for the first time may request a maximum of 7 percent for administration costs.

**MATCH - NEW AND RENEWAL PROJECTS.**

All eligible funding costs except leasing must be matched with no less than a 25 percent in cash or in-kind resources as described in 24 CFR 578.73. The interim rule clarifies that the match must be provided for the entire grant amount funded, inclusive of administration costs. Applicants must describe how they will meet this match requirement.

**LEVERAGING - NEW AND RENEWAL PROJECTS**

All applicants must demonstrate the extent to which the amount of funds requested will be supplemented with resources from other public and private sources, including mainstream programs. Documentation of these resources will be accepted after the deadline but will not be considered in the scoring.

**SYSTEM-WIDE COORDINATION**

Applicants must agree to participate in the coordinated intake and assessment system. This requires the applicant to accept persons through a centralized process who are determined eligible based on the program criteria and requires projects to coordinate their waiting lists.

**PERFORMANCE OUTCOMES:**

Projects must be able to meet the national objectives for the program type funded and identify at least two other applicable performance objectives. Renewal project are required to provide a description of how they propose to meet or maintain and/or exceed the goal if already achieved. The two major goals for the permanent supportive housing component are housing stability and increased income.

- Housing stability will be measured by the number of participants remaining in permanent housing as of the end of the operating year or exiting to permanent housing (subsidized or unsubsidized) during the operating year.
- Increased Income will be measured by the number of participants who maintain or Increase Income from All Sources (Employment, disability, mainstream benefits, etc.) by program exit or by the end of the reporting period.

## **PROPOSAL FORMAT AND CONTENT**

**New and Renewal Project Applications must be completed in esnaps by the grant deadline, Tuesday, December 31, 2013, 4:00 PM..** *E-snaps* is the electronic application and grants management system for HUD's Homeless Programs.

Supplemental materials include the Agency Information Form (Attachment 6), Additional Questions Not Included in esnaps (Attachment 7), and required attachments. The Agency Information Form and response to the additional questions must be typed (not handwritten) with a legible typeface no smaller than 12-point type. **Six copies of the supplemental materials must be submitted by the deadline to the Tampa Hillsborough Homeless Initiative office, located at 1414 N. Marion Street, Tampa, 33602.** Each set of supplemental materials should be fastened with a binder clip and placed in an envelope marked with the applicant's name, name of the project and if it is a renewal or new project. Original forms requiring a signature must be signed in blue ink. Incomplete applications or applications submitted after the published deadline shall, at the discretion of the Collaborative Applicant be rejected without consideration. Amendments and/or addenda submitted to the Collaborative Applicant or member of the Review Committee after the application deadline will be returned without review. However, the Collaborative Applicant and Review Committee reserve the right to request clarification of unclear or ambiguous statements made in the proposal.

## **REQUIRED ATTACHMENTS**

**New and Renewal Applicants– Attach to Agency Information Form Signed Cover Letter Authorizing Request for CoC Funding**

Questions not included in the application submitted in esnaps

Most recent IRS 990, as submitted to the IRS

Most recent audit report and auditor's management letter

List of current Board members and their affiliations

Copies of Code of Conduct

HUD form 2880 - Applicant/Recipient Disclosure/Update Report

SF-LLL - Disclosure of Lobbying Activities

HUD form 50070 - Drug-Free Workplace Certification

**New Applicants - Attach to Agency Information Form**

By-Laws

Articles of Incorporation

IRS 501(c) 3 designation letter (status in place for at least one year prior to application deadline)

**New and Renewal Applicants – Attached to Each Project Application**

Signed Commitment Letters for Match

Documentation of Leveraged Resources

Signed MOUs, as applicable

## **CRITERIA AND PROPOSAL EVALUATION PROCESS:**

The Board of Directors of the Collaborative Applicant will appoint members of the Board to serve on the HUD NOFA Committee, to be responsible for overseeing the grant application process. The HUD NOFA Committee will recommend to the Board for their approval the RFP process and a list of community representatives to serve on a Review Committee. **Pending the Board's approval on December 10, 2013, the Final RFP will be released and posted on the website, [www.homelessofhc.org](http://www.homelessofhc.org).**

The Review Committee will be composed of representatives from a cross-section of groups which might include, but is not limited to: state and local funders, representatives from the Department of Veterans Affairs, mainstream service organizations, Faith-based and non-profit providers; and homeless or formerly homeless individuals. Each member of the Review Committee must declare that they have no conflict of interest. Review Committee members will receive an orientation that includes information on the CoC Interim Rule, the application process, the number of homeless and unmet need, and any other issues that may be pertinent to their task.

- **Renewal Project** – Renewal projects will be evaluated on eight factors: 1) Project Performance; 2) Participation in HMIS; 3) Special Populations; 4) Project Operations; 5) Community Partnerships; 6) Participant Representation; 7) Budget, Leveraging & Match; and 8) Completeness of the Application.
- **New Application** - All applications for new projects will be scored and ranked based on eight factors: 1) Organizational Capacity and Relevant Experience; 2) Readiness to Proceed; 3) Participation in HMIS 4) Scope of the Project; 5) Community Partnerships; 6) Participant Representation; 7) Budget, Leveraging & Match; and 8) Completeness of the Application.

Refer to Attachments 4 and 5 for the detailed scoring criteria for New and Renewal Project Applications, respectively. All renewal and new projects must meet the thresholds established in the NOFA and this RFP.

All project applicants received by the established deadline will be reviewed and scored by the Review Committee. Committee members will have approximately one-week to review application proposals. **The Review Committee will meet on January, 15, 2014, to review and present their scores. Project applicants must be present to answer any questions of the Committee members.** During deliberation, the Collaborative Applicant will provide technical assistance to the Committee members. The Committee will discuss the merits of each proposal, and finalize their scores individually. The Collaborative Applicant will be responsible for recording the scores of each reviewer and completing the final calculation.

Applicants will be notified within 15 days of the deadline published in the NOFA if the project is accepted and ranked on the Priority Listings or rejected by the CoC. An explanation of the reason will be provided to the applicant if the project is rejected. Project applicants that believe they were not allowed to participate in a fair and open process and that were rejected by the CoC may file an appeal.

#### **QUESTIONS FROM APPLICANTS**

Questions may be asked during the CoC Meeting of Thursday, December 5, 2013. After the December CoC meeting, applicants are asked to defer all questions regarding this RFP until the technical assistance workshop. Where questions are known in advance, applicants are encouraged to submit these in writing at least two (2) days prior to the technical assistance workshop. Written questions are to be submitted to the Collaborative Applicant, to the attention of Edi Erb at [edi@homelessofhc.org](mailto:edi@homelessofhc.org). Please include 2013 CoC Competition in the subject line of your email.

After the pre-proposal meeting, questions or comments regarding this RFP must be in writing and must be received no later than **4:00 p.m., Wednesday, December 18, 2013**. Written questions are to be submitted to the Collaborative Applicant, to the attention of Edi Erb at [edi@homelessofhc.org](mailto:edi@homelessofhc.org). Please include 2013 CoC Competition in the subject line of your email. A response will be provided by Monday, December 23, 2013. The Collaborative Applicant will not answer any questions regarding the content of the grant after this date. Technical questions may be submitted up until the grant deadline; however,



applicants cannot depend on being able to get a question answered immediately and failure to get an answer to a question is not an acceptable reason for missing the grant deadline.

If it becomes necessary to revise any part of this RFP, or to provide additional information or clarification after the RFP is released, a written addendum will be posted on the website [www.homelessofhc.org](http://www.homelessofhc.org) and notice will be sent to anyone who signed in at the December CoC meeting, December 5, 2013 or the Technical Assistance Workshop, December 13, 2013. It is the responsibility of the applicant to check the website prior to submission of any proposal under this RFP to ensure an addendum or information made publicly available on the website is reviewed.

### **PROJECT RANKING**

All projects will be prioritized in two Tiers based on the score given by the Review Committee with consideration of the priorities and HUD's selection order. These Tiers are financial thresholds:

- Tier 1 is equal to the Annual Renewal Demand (ARD) for the Tampa / Hillsborough County CoC of \$6,020,102 less 5 percent, which equals \$5,719,096.90.
- Tier 2 is equal to \$376,256.10, which is the balance of the ARD and an additional \$75,251 for a planning grant.

HUD will not fund Tier 2 projects until all projects in Tier 1 across all CoCs have been funded. Projects ranked in Tier 1 are considered relatively safe, while projects in Tier 2 are at risk. Two bonus points are provided for ranking all Supportive Services Only (SSO) projects in Tier 2 and HUD ranks them as a very low priority, meaning new SSO projects are not likely to be funded. Higher scoring applications have a better chance of being awarded funding for projects in Tier 2.

If more applications are submitted than the CoC has money to fund, the lowest-scoring applications will not be included in the Priority List and therefore will not be forwarded to HUD for consideration.

### **APPEALS**

In the event that an agency wishes to appeal the recommendation for non-renewal, the agency must notify the CoC Governing Body in writing to the address provided within 2 business days of the notification. The CoC Governing Body may require additional information and will render its decision within 5 days of receipt of the appeal. The decision of the CoC Governing body is final. All notices of appeal must be based on the information submitted by the application due date. New or additional information will not be considered. Omissions to the application cannot be appealed.

Applicants may appeal if they can: 1) prove their score is not reflective of the application information provided; or 2) describe bias or unfairness in the process, which warrants the appeal.

### **CORRECTIONS TO DEFICIENT APPLICATIONS**

Each selected applicant must enter their proposal in esnaps. The Collaborative Applicant will review each submission for any inconsistencies or data entry errors. Applicants may be asked to correct their applications and send them back to the Collaborative Applicant before final submission to HUD.

### **HUD NOTICE OF AWARDS**

HUD intends to announce conditional funding for Tier 1 renewal projects within 45 days of the application submission deadline(s) of the CoC Program Competition. HUD will announce any additional Conditional Awards (new projects created through reallocation, CoC planning funds and Tier 2 renewals)

after scoring is complete, depending on availability of funding, and in accordance with the selection criteria outlined in Section VII.B.1.b of the NOFA. Within the rank order established by the CoC on the Priority Listings, HUD will first select projects from Tier 1 in the following order by CoC score:

1. Renewal permanent housing projects, RRH and PSH;
2. New PSH projects created through reallocation for 100 percent chronically homeless;
3. New rapid re-housing projects created through reallocation for homeless households with children;
4. Renewal transitional housing;
5. CoC planning costs;
6. UFA costs;
7. SSO projects for centralized or coordinated assessment system;
8. Renewal HMIS;
9. All other renewal supportive services only projects, and
10. Any project application submitted by the CoC that was not included in the HUD-approved GIW.

HUD will then select projects from Tier 2 with any remaining available funds following the same process and order as described for Tier 1.

#### **SUBMISSION TO HUD**

The Consolidated Application must be submitted to HUD via esnaps (<https://esnaps.hud.gov/grantium/frontOffice.jsf>) by February 3, 2014.

#### **Attachments**

Attachment 1 – Renewal Project List

Attachment 2 – Project Thresholds

Attachment 3 – Models of Care

Attachment 4 – New Project Scoring Criteria (Includes Summary, Threshold, Detailed, Completion)

Attachment 5 – Renewal Project Scoring Criteria (Includes Summary, Threshold, Detailed, Completion)

Attachment 6 – Agency Information Form

Attachment 7 – Additional Questions Not Included in esnaps

Grantee Name	Project Name	Type	Number of Beds	Number of Units	Last Full Operating Year			2013 Renewal Grant Amount
					Grant Expended	Match	Total Expenditures	
ACTS	Drew Park SSO	SSO			\$133,334	\$31,750	\$165,084	\$133,334
ACTS	Drew Park TH	TH	36	36	\$403,035	\$112,872	\$515,907	\$403,035
ACTS	Project-Based PHP	PSH	38	24	\$114,483	\$33,575	\$148,058	\$114,483
ACTS	Scattered Site Leasing	PSH	22	16	\$146,352	\$5,283	\$151,635	\$171,597
ACTS	Sandra Prince Samaritan Home	PSH	14	14	\$111,668	\$28,298	\$139,966	\$182,305
Alpha House of Tampa	REN 2012 Welfare to Work	TH	40	16	\$229,051	\$66,500	\$295,551	\$229,051
Homeless Coalition	HOME2 (2nd year of 2-year project)	PSH	37	16	\$166,538	\$41,635	\$208,173	\$250,100
Homeless Coalition	SPHA	PSH	6	4	\$40,361	\$1,427	\$41,788	\$38,489
Homeless Coalition	HOME3 (Started 8/2013)	PSH	55	40	Not Available Started August 2013			\$508,912
Tampa Housing Authority	TRA Collaborative 2002	PSH	26	16	\$114,022	\$106,597	\$220,619	\$128,339
Tampa Housing Authority	TRA Collaborative 2003	PSH	23	18	\$132,193	\$132,193	\$264,386	\$154,393
Tampa Housing Authority	TRA Collaborative 2004	PSH	20	20	\$125,081	\$119,434	\$244,515	\$152,045
MHC d/b/a Gracepoint	Safe Place	SH	25	25	\$839,791	\$183,534	\$1,023,325	\$839,791
MHC d/b/a Gracepoint	Samaritan Leasing Project	PSH	20	20	\$225,604	\$10,616	\$236,220	\$232,737
MHC d/b/a Gracepoint	The Hope Program*	SSO			\$287,217	\$71,805	\$359,022	\$295,333
MHC d/b/a Gracepoint	The Shop*	SSO			\$199,500	\$47,500	\$247,000	\$199,500
Plant City Housing Authority	Shelter plus Care - Chronic (last year of multi-year grant)	PSH	19	19	\$148,798	\$138,196	\$286,994	\$169,933
Plant City Housing Authority	Shelter plus Care - Mixed (last year of multi-year grant)	PSH	50	20	\$130,302	\$130,302	\$260,604	\$230,722
Project Return	Project-Based PSH	PSH	20	10	\$153,956	\$45,969	\$199,925	\$153,956
The Salvation Army	Hope House	TH	43	43	\$144,467	\$45,863	\$190,330	\$144,467
The Salvation Army	Hospitality House	TH	50	29	\$244,745	\$77,886	\$322,631	\$244,745
The Spring of Tampa Bay	Transitional Housing	TH	37	12	\$177,557	\$50,329	\$227,886	\$177,557
VOA-FL	Women's Program	TH	26	13	\$352,552	\$22,803	\$375,355	\$263,356
VOA-FL	Volunteers of America of F	PSH	30	18	Not Available New Project			\$323,079
<b>Total w/o HMIS</b>								<b>\$5,741,259</b>
HCHC	HMIS	HMIS						\$278,843
<b>Total w/HMIS</b>								<b>\$6,020,102</b>

\* Does not operate beds. Grant includes supportive services to persons in permanent housing (estimated 48 households opened to HOPE Program and 50 households open to The Shop).

## RFP ATTACHMENT 2

### TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE 2013 CONTINUUM OF CARE PROGRAM COMPETITION REQUEST FOR PROPOSALS – ATTACHMENT 2

**Threshold Criteria** – The Review Committee will review the threshold requirements on a pass/fail standard. If it is determined that the applicable standards are not met for a project, the project will be rejected from the competition. (Project applicants must meet all threshold criteria in the NOFA. This list is not inclusive of all of threshold criteria listed in the NOFA. Some of the threshold criteria is addressed during a review of the completeness of the application and/or the scoring and ranking process.)

#### **New and Renewal Applications**

1. Applicant and/or subrecipient are participating or have indicated their willingness to participate in HMIS or are exempt.
2. Applicant has no unresolved monitoring or audit finding for any HUD grants or has findings with an approved corrective action plan.
3. Applicant does not have an outstanding obligation to the Federal government.
4. If serving families, applicant must comply with laws related to educational services for children as specified under section 426.B.4 of the McKinney-Vento Act as amended by HEARTH.
5. Programs/ activities are offered in the most integrated setting to the needs of qualified homeless with disabilities

#### **New Project Applications**

6. Applicant meets the eligibility requirements of the CoC Program.
7. Applicant must demonstrate the financial and management capacity and experience to carry out the project as detailed in the application and to administer federal funds.
8. Applicant has been in operation for at least 3 years.
9. Applicant provided services to homeless persons for at least 1 year.
10. Project logically fits within the mission of the organization.
11. Applicant must be able to meet all timeliness standards per 24 CFR 578.85. Applicants with existing projects must demonstrate they met all renewal threshold requirements.
12. Housing must enable homeless persons with disabilities to interact with others without disabilities to the fullest extent possible.
13. Applicant will follow the Housing First Model that allows the homeless to enter without barriers such as income, sobriety, etc.
14. Participants will be admitted directly from the street or other locations not meant for human habitation, or Emergency Shelters.
15. Project must be cost-effective, including costs of construction, operations, and supportive services with such costs not deviating substantially from the norm in that locale for the type of structure or kind of activity.
16. For expansion projects, applicants must clearly articulate the part being expanded and must clearly demonstrate they are not replacing other funding sources.

## RFP ATTACHMENT 2

### Renewal Project Applications

1. Applicant has been willing to accept technical assistance, does not have a history of inadequate financial accounting practices, has no indications of project mismanagement, has not reduced or changed the population served or made other significant program changes without prior HUD approval.
2. Applicant will receive all referrals from the coordinated intake and assessment system and participate in the CoC's efforts to ensure persons are referred to the most appropriate housing, prioritize access to assistance, manage one waiting list per project type.
3. **PSH Only:** Applicant will follow the Housing First Model that allows the homeless to enter without barriers such as income, sobriety, etc., unless approved as sober housing.
4. **PSH Only:** Applicant and/or subrecipient will complete an annual assessment of participants to include an evaluation of their appropriateness for mainstream resources.
5. **Non-profits Only:** Homeless or formerly homeless person is a member of the board of directors or has received approval of an alternate plan from HUD.

RFP ATTACHMENT 3 - Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

Transitional Housing Program of stabilization and assessment, focusing on re-housing all persons, regardless of disability or background as quickly as possible in appropriate permanent housing.					
Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
Transitional Housing	<p>Housing with supportive services on-site or available through coordination designed to facilitate transition of eligible persons into appropriate permanent housing.</p> <p>Admission and continued stay criteria should not present any barriers for eligible populations and not exclude or exit persons due to any of the following without other cause:</p> <ul style="list-style-type: none"> <li>• active substance use</li> <li>• mental illness</li> <li>• family composition</li> </ul> <p>Participants may be required to participate in services that may be offered if it is the purpose of the project to provide those services.</p> <p>Program must comply with the written standards for determining and prioritizing which eligible individuals and families will receive transitional housing.</p> <p>Facility-based projects are encouraged to develop strategies to shorten the length of stay or move to a transition in place model.</p>	<p>Housing-focused services</p> <ul style="list-style-type: none"> <li>• Participants must have signed a lease or occupancy agreement that is for a term of at least one month and that ends in 24 months and cannot be extended</li> <li>• Provision of or formalized partnership to housing referrals and placement services</li> <li>• Linkage to community supports and/or wraparound system of services in relation to housing placement</li> </ul> <p>Supportive Services Coordination requires:</p> <ul style="list-style-type: none"> <li>• Services available to residents throughout the duration of their residence in the project</li> <li>• Engagement strategies guided by stages of change or similar model</li> <li>• Access to crisis intervention</li> <li>• Safety assessment particularly for youth and Domestic Violence Survivors</li> <li>• Public benefits screening and acquisition</li> <li>• Provision of or linkage to psychosocial, physical health, or substance use assessment</li> <li>• Linkage to mental health, medical, and substance use treatment as appropriate</li> <li>• Linkage to employment assessment and job training programs as appropriate</li> <li>• Provision of or linkage to child focused assessment</li> <li>• Assistance in accessing housing relocation resources/supports (security deposits, utilities)</li> <li>• 24-hour basic services (showers, beds, meals, laundry, hygiene products)</li> </ul>	<p>While the regulation permits up to 24 months, the shift is to focus on more rapid exit.</p> <p>Within 120-days households are stabilized, assessed, and connected with a viable permanent housing plan.</p> <p>Services may also be provided to for up to 6 months for persons exiting to permanent housing to assist their adjustment to independent living.</p>	<p>Restricted to specific subpopulations—such as homeless youth, domestic violence survivors, homeless persons with substance abuse issues, and pregnant women.</p>	<p><b>Secure appropriate permanent housing based on availability.</b></p> <p>30% of adult-headed households will exit to permanent, stable housing within 120 days</p> <p>50% of adult-headed households will exit to permanent, stable housing within 180 days</p> <p>90% of adult-headed households will exit to permanent, stable housing within 270 days or more.</p> <p>Less than 5% of program exits will be to another homeless location</p> <p>90% of participants at exit will have a documented location type</p> <p><b>Connected to needed services and/or resources.</b></p> <p>100% of participants are assessed for benefits eligibility.</p> <p>65% are enrolled in benefits programs.</p> <p>90% will exit with earned or other income</p> <p><b>Assisted to safety from domestic violence as appropriate.</b></p> <p>80% of participants learn safety planning.</p> <p>80% of participants learn about the cycle of violence.</p>

RFP ATTACHMENT 3 - Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)

Transitional Housing Program of stabilization and assessment, focusing on re-housing all persons, regardless of disability or background as quickly as possible in appropriate permanent housing.					
Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
		<ul style="list-style-type: none"> <li>Rents and occupancy charges are discouraged. If collected must be reserved, in whole or in part, to assist the residents from whom they are collected to move to permanent housing.</li> </ul> <p><b>In addition, for programs specialized for domestic violence:</b></p> <ul style="list-style-type: none"> <li>Access to crisis intervention</li> <li>Crisis and domestic violence counseling</li> <li>Safety planning and assessment</li> <li>Safe, undisclosed location for both services and housing</li> <li>Legal advocacy for Orders of Protection</li> </ul>			

**RFP ATTACHMENT 3 - Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)**

<b>Permanent Housing</b>					
Community-based housing coupled with supportive services that are appropriate to the needs and preferences of eligible households and usually includes a rent subsidy that may be for a limited period of time or ongoing. Households sign a lease for a term of at least one year which is renewable for terms that are a minimum of one month long, and is terminable only for cause.					
<b>Program Type</b>	<b>Program Description</b>	<b>Essential Program Elements</b>	<b>Time Frame</b>	<b>Population</b>	<b>Desired /Expected Outcomes</b>
Rapid Rehousing	<p>Model of housing assistance that is designed to assist persons experiencing homelessness, with or without disabilities, to move as quickly as possible into permanent housing and achieve stability in that housing.</p> <p>Rapid re-housing assistance is time-limited, individualized, and flexible, and is designed to complement and enhance homeless system performance and the performance of other homeless projects</p> <p>Units may be scattered-site or project-based.</p> <p>Rapid re-housing allows eligible persons to be provided permanent housing quickly without spending long periods in shelter or transitional housing.</p>	<p>Refer to Essential Program Elements at the end of the table and the following additional items:</p> <ul style="list-style-type: none"> <li>Must comply with the written standards established by the CoC for determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance</li> </ul>	Up to 2 years of housing subsidy and intensive case management.	<p>Persons who are literally homeless and able to live independently in scattered-site or project-based housing.</p> <p>CoCs may apply for new projects created through reallocation for rapid re-housing to serve homeless households with children. Rapid re-housing projects must serve households with children living on the streets or in emergency shelter.</p>	<p><b>Obtain and remain in permanent housing.</b></p> <p>80% of participants placed in permanent housing will retain housing for at least 6 months</p> <p>60% of participants will increase their incomes through entitlements, employment, education or training within 2 years.</p>
Permanent Supportive Housing	<p>Long-term rental assistance with supportive services for persons who are coming from the street or shelter/interim housing. Majority of programs serve households with a disabled head-of-household, but disability requirement will be based on subsidy source requirements.</p>	<p>Refer to Essential Program Elements listed below table, as well as the following:</p> <ul style="list-style-type: none"> <li>Provision of permanent rent subsidies</li> <li>Project-based Services</li> <li>Permanent housing property management</li> <li>Case management must be offered on-site</li> </ul>	No time limits	<p>All consumers.</p> <p>Eligibility may be determined by subsidy provided.</p>	<p><b>Participants will remain in permanent housing.</b></p> <p>80% of participants will remain permanently housed for more than 6 months.</p> <p>85% of participants will remain permanently housed for 12 months.</p> <p>65% of participants will remain permanently housed for 24 months.</p>



**RFP ATTACHMENT 3 - Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)**

<p><b>Permanent Housing</b> Community-based housing coupled with supportive services that are appropriate to the needs and preferences of eligible households and usually includes a rent subsidy that may be for a limited period of time or ongoing. Households sign a lease for a term of at least one year which is renewable for terms that are a minimum of one month long, and is terminable only for cause.</p>					
Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
	<p>Programs can operate on a project-based or scattered-site model. Programs should not require sobriety or medication/treatment compliance as a condition of housing attainment or retention.</p>	<p>Scattered-site Services</p> <ul style="list-style-type: none"> <li>Case management may be offered on-site at housing unit or at community-based location, but must be available at housing unit if clinically indicated or needed</li> </ul>			<p>85% of those without a reliable source of income at program entry will increase their income within the first year through acquisition of benefits, employment, or a combination of both.</p> <p>75% of participants will avoid incarceration annually.</p> <p>100% will be assessed annually for eligibility to transition to mainstream resources.</p>
Abstinence-Based Permanent Housing	<p>Housing that provides a structured, sober environment for individuals recovering from addiction to alcohol and/or other drugs. These programs emphasize recovery and treatment within a structured, therapeutic setting. Residents are encouraged to integrate with the community and to access community resources, including self-help groups and employment.</p>	<p>Refer to Essential Program Elements listed below, as well as the following:</p> <ul style="list-style-type: none"> <li>Sobriety requirement</li> <li>Provision of permanent rent subsidies</li> <li>Licensed as appropriate or as required</li> <li>Participant assessment of housing and services</li> <li>Provision of or linkage to agency-based Permanent housing property management</li> <li>Public benefits screening and acquisition</li> <li>Service enriched environment with case management and clinical services offered on site</li> <li>Linkage to treatment centers, both residential and outpatient</li> <li>Medical, psychological assessment and referrals to services</li> <li>Linkage to community supports and/or wrap-around system of services</li> </ul>	No time limit	<p>Consumers in substance abuse recovery. May be enrolled in residential or outpatient treatment.</p>	<p><b>Participants will remain in permanent housing.</b></p> <p>80% of participants will remain permanently housed for more than 6 months.</p> <p>85% of participants will remain permanently housed for 12 months.</p> <p>85% of those without a reliable source of income at program entry will increase their income within the first year through acquisition of benefits, employment, or both.</p> <p>75% of participants will avoid incarceration annually.</p> <p><b>100% will be assessed annually for eligibility to transition to mainstream resources.</b></p>

**RFP ATTACHMENT 3 - Tampa / Hillsborough County CoC - Program Models of Care (Relevant to CoC-funded Projects)**

Program Type	Program Description	Essential Program Elements	Time Frame	Population	Desired /Expected Outcomes
<b>Permanent Housing</b>	Community-based housing coupled with supportive services that are appropriate to the needs and preferences of eligible households and usually includes a rent subsidy that may be for a limited period of time or ongoing. Households sign a lease for a term of at least one year which is renewable for terms that are a minimum of one month long, and is terminable only for cause.	<p><b>Essential Elements to all Permanent Supportive Housing types:</b></p> <ul style="list-style-type: none"> <li>● Housing placement based on participants choice</li> <li>● Provision of rent subsidies (may be time limited or permanent)</li> <li>● Coordination between property management or landlord and service provider</li> <li>● Participant assessment of housing and service needs</li> <li>● Provision of or linkage to child focused assessment and appropriate services</li> <li>● Direct provision of or linkage to range of needed services including medical care, mental health care, substance abuse treatment, employment training/placement, legal assistance, parenting support, etc.</li> <li>● Provision of or linkage to intensive community-based case management services, which may scale down over time as the household becomes more independent.</li> <li>● Benefits acquisition (assessment, application, and follow up)</li> <li>● Assistance in accessing housing relocation resources/supports (security deposits, utilities, furnishings, etc)</li> </ul>			

## SCORING CRITERIA FOR NEW APPLICATIONS

### A. ORGANIZATIONAL CAPACITY AND RELEVANT EXPERIENCE (20 points)

1. Describe your agency's experience in effectively utilizing federal funds and performing the activities proposed in the application, given funding and time limitations.
2. Describe your agency's experience in leveraging other Federal, State, local and private sector funds.
3. Describe the basic organization and management structures of your agency. Include evidence of internal and external coordination and adequate financial accounting system.
4. Are there any unresolved monitoring or audit finding for any HUD grants (including ESG) operated by your agency (if any)? If yes, describe findings, corrective action, and status.

### B. Experience of Each Subrecipient

1. Describe your agency's experience in effectively utilizing federal funds and performing the activities proposed in the application, given funding and time limitations.
2. Describe your agency's experience in leveraging other Federal, State, local and private sector funds.
3. Describe the basic organization and management structures of your agency. Include evidence of internal and external coordination and adequate financial accounting system.
4. Are there any unresolved monitoring or audit finding for any HUD grants (including ESG) operated by your agency (if any)? If yes, describe findings, corrective action, and status.

### C. READINESS TO PROCEED (5 points)

Describe the readiness of the organization to proceed. Factors that will be considered include staffing, partnerships, knowledge of the resources, relationships with landlords, and the commitment of other funding sources.

### D. PARTICIPATION IN HMIS (10 points)

Describe level of participation in HMIS including accurate and timely data entry, use of reports to evaluate and improve performance, and participation in the user and advisory groups.

### E. SCOPE OF THE PROJECT (35 points)

#### 1. Project Description

- a. Provide a description of the project that addresses its entire scope of the proposed project. The project description should address the entire scope of the project, including a clear picture of the target population(s) to be served, the number of households by type, persons served at maximum program capacity, the plan for addressing the identified needs/issues of the CoC target population(s), type and duration of assistance, projected outcome(s), and coordination with other source(s)/partner(s). Describe the model of care followed and if it is a promising or best practice. (RRH projects may provide assistance to participants for a period of up to 24 months but may choose from 3, 12, 18, and 24 month periods.)

**RFP ATTACHMENT 4**

- b. Describe the estimated schedule for the proposed activities, the management plan, and the method for assuring effective and timely completion of all work. If applicable, describe the proposed development activities and the responsibilities that your agency will have in developing, operating, and maintaining the property. Describe the method for determining the type, amount, and duration of rental assistance that participants can receive.
- c. Describe the type and location of housing where participants will reside.
- d. Describe any requirements to live in a particular structure, unit, or locality, and provide the rationale for this approach.
- e. Indicate if more than 16 persons will be living in one structure, the local market conditions that necessitate a project of this size and how the project will be integrated into the neighborhood.
- f. Indicate if the project is using an existing homeless facility or incorporating activities provided by an existing project and describe how this is an expansion of the existing project.

**2. Supportive Services for Participants**

- a. Complete the table using the key that follows to indicate the services to be provided, the organization delivering the services, how participants access each service and the frequency of access:

	Provider	Access	Frequency
<input type="checkbox"/> Assessment			
<input type="checkbox"/> Assistance with Moving Cost			
<input type="checkbox"/> Case Management			
<input type="checkbox"/> Child Care			
<input type="checkbox"/> Education Services			
<input type="checkbox"/> Employment Assistance and Job Training			
<input type="checkbox"/> Food			
<input type="checkbox"/> Housing Search and Counseling Services			
<input type="checkbox"/> Legal Services			
<input type="checkbox"/> Life Skills Training			
<input type="checkbox"/> Mental Health Services			
<input type="checkbox"/> Outpatient Health Services			
<input type="checkbox"/> Outreach Services			
<input type="checkbox"/> Substance Abuse Treatment Services			
<input type="checkbox"/> Transportation			
<input type="checkbox"/> Utility Deposits			

**Provider**

- "Applicant" providing services directly
- "Subrecipient" organization receiving grant funds to provide the service
- "Partner" organization providing services as part of a formal agreement or MOU through other resources
- "Non-Partner" specific organization that regularly provides the service to clients with no formal agreement

## RFP ATTACHMENT 4

### Access

On-site	Program Van	Cab
Short Walk	Vehicle Share	Other
Bus	Dial-a-ride	

### Frequency

Daily	Monthly	Semi-
Weekly	Bi-monthly	annually
Bi-weekly	Quarterly	Annually

- b. Describe how the project will ensure consistency with the laws related to providing education services to individuals and families experiencing homelessness.
- c. Describe how participants will be assisted to obtain and remain in permanent housing.
- d. Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently.
- e. Describe specifically how participants will be assisted both to access mainstream resources.

### **3. Outreach for Participants**

- a. Enter the percentage of homeless person(s) who will be served by the proposed project for each of the following locations. Note: this includes persons who ordinarily sleep in one of the places listed below but are spending a short time (90 consecutive days or less) in a jail, hospital, or other institution.
  - 1) Directly from the street or other locations not meant for human habitation.
  - 2) Directly from Emergency Shelters.
  - 3) Directly from Safe Havens.
  - 4) From TH and previously resided in a place not meant for human habitation or emergency shelters or safe havens.
  - 5) Persons fleeing domestic violence.
- b. If the total is less than 100 percent, identify the other location(s), and how the persons meet HUD's definition of homelessness and/or homeless under other federal statutes.
- c. Describe the outreach plan for identifying eligible households.

### **4. Standard Performance Measures**

- a. **Specify the universe and target for each of the following:**
  - 1) Persons remaining in permanent housing as of the end of the operating year over six months or exiting to permanent housing after more than six months (subsidized or unsubsidized) during the operating year?
  - 2) Persons age 18 and older who maintained or increased their total income (from all sources) as of the end of the operating year or program exit.
  - 3) Persons age 18 through 61 who maintained or increased their earned income as of the end of the operating year or program exit.

## RFP ATTACHMENT 4

- b. Indicate 2 Additional Performance Measures, the Data Source, Data Elements and Rationale
  - 1) Proposed Measure
    - a) Name for the additional performance measure
    - b) Universe (#) - The total pool of persons/units/items about whom/which the measure is expected to be reported.
    - c) Target (#) - The number of applicable persons/units/items from the universe who/that are expected to achieve the measure within the operating year.
    - d) Target (%)
  - 2) Data Source (e.g., data recorded in HMIS) and method of data collection (e.g., data collected by the intake worker at entry and case manager at exit) proposed to measure results. Provide as much detail concerning the data systems and methods as possible. Specific data elements and formula proposed for calculating results. Be specific
  - 3) Rationale for why the proposed measure is an appropriate indicator of performance given the nature of the program

### F. COMMUNITY PARTNERSHIPS (10 points)

Partnerships with other organizations as demonstrated by signed MOUs with community organizations.

### G. PARTICIPANT REPRESENTATION (10 points)

Describe the level of participation in decision-making by the population served by the project including their representation on the Board of the organization and other opportunities to contribute to the design of the program and services provided.

**RFP ATTACHMENT 4**

**H. PROJECT BUDGET, LEVERAGE AND MATCH (10 points)**

**Annual Supportive Services Budget Detail (include budget narrative)**

<b>Project Costs</b>	<b>CoC Funds</b>	<b>Other Cash Resources</b>	<b>In-Kind Resources</b>	<b>Total Budget</b>
1. Assessment of Service Needs				
2. Assistance with Moving Cost				
3. Case Management				
4. Child Care				
5. Education Services				
6. Employment Assistance and Job Training				
7. Food				
8. Housing Search and Counseling Services				
9. Legal Services				
10. Life Skills Training				
11. Mental Health Services				
12. Outpatient Health Services				
13. Outreach Services				
14. Substance Abuse Treatment Services				
15. Transportation				
16. Utility Deposits				
<b>Total</b>				

**RFP ATTACHMENT 4**

**Budget Narrative** must include the quantity and description (e.g. 1 FTE Case Manager Salary + benefits, or child care for 15 children) for each supportive service activity for which funding is being requested.

**Annual Operating Budget Detail (include budget narrative)**

<b>Project Costs</b>	<b>CoC Funds</b>	<b>Other Cash Resources</b>	<b>In-Kind Resources</b>	<b>Total Budget</b>
1. Maintenance/Repair				
2. Property Taxes and Insurance				
3. Replacement Reserve				
4. Building Security				
5. Electricity, Gas, and Water				
6. Furniture				
7. Equipment (lease, buy)				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. .75 FTE hours and benefits for staff, utility types, monthly allowance for supplies) for each operating cost for which funding is being requested.



**RFP ATTACHMENT 4**

**Budget Detail – Leased/Rented Units**

Metropolitan or non-metropolitan fair market area: Tampa-St Petersburg-Clearwater, FL

Size of Units	# of Units		FMR (Applicant)		12 Months		Total Request (Applicant)	
SRO		x		x	12	=	\$ -	
0 Bedroom		x		x	12	=	\$ -	
1 Bedroom		x		x	12	=	\$ -	
2 Bedrooms		x		x	12	=	\$ -	
3 Bedrooms		x		x	12	=	\$ -	
4 Bedrooms		x		x	12	=	\$ -	
5 Bedrooms		x		x	12	=	\$ -	
6 Bedrooms		x		x	12	=	\$ -	
7 Bedrooms		x		x	12	=	\$ -	
8 Bedrooms		x		x	12	=	\$ -	
9 Bedrooms		x		x	12	=	\$ -	
<b>Total Units and Annual Assistance Requested</b>	0							\$ -

**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**RFP ATTACHMENT 4**

**Summary Budget**

<b>Project Costs</b>	<b>CoC Funding Requested</b>	<b>Other Resources (Cash and In-Kind)</b>	<b>Total Project Budget</b>
1a. Acquisition			
1b. Rehabilitation			
1c. New Construction			
2a. Leased Units			
2b. Leased Structures			
3. Short-term/Medium-term Assistance			
4. Long-term Rental Assistance			
5. Supportive Services			
6. Operating			
7. HMIS			
<b>8. Sub-total Costs Requested</b>			
9. Admin (Maximum of 7%)			
<b>10. Total Plus Admin Requested</b>			

**Sources of Leverage**

Match and Leverage are two distinct categories of funds from other sources that will be used in conjunction with this project, if awarded. Match (cash or in-kind) must be used for eligible program costs only and must be equal or greater than 25% of the total grant request for all eligible costs under the CoC Program interim rule with the exception of leasing costs. Leverage funds can be used for any program related costs and there is no minimum requirement. Review the CoC Program interim rule and the FY2013 CoC Program NOFA for more detailed information concerning Match and Leverage.

<b>Type</b> Cash (\$) or In-kind (non-cash)	<b>Contributor</b> Entity providing the contribution	<b>Source *</b> Private or Government	<b>Date of Commitment</b>	<b>Value of Commitments</b>
				\$
				\$
				\$
				\$
				\$
				\$
				\$

\*The Neighborhood Stabilization Program (NSP) and HUD-VASH (VA Supportive Housing program) funds may be considered Government sources. Project applicants are encouraged to include funds from these sources, whenever possible. A CoC may receive a higher leveraging score if any of its project applicants identify NSP funds as a source of leverage for one or more projects.

## SCORING CRITERIA FOR NEW APPLICATIONS – THRESHOLD REVIEW

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH  Rapid Re-housing  Planning Grant (Collaborative Applicant Only)

**Threshold Criteria** – The Review Committee will review the threshold requirements on a pass/fail standard. If it is determined that the applicable standards are not met for a project, the project will be rejected from the competition.

Threshold Criteria	Pass/Fail
1. Meets the eligibility requirements of the CoC Program.	
2. Applicant and/or subrecipient are participating or have indicated their willingness to participate in HMIS.	
3. Must demonstrate the financial and management capacity and experience to carry out the project as detailed in the application and to administer federal funds.	
4. Applicant has been in operation for at least 3 years.	
5. Applicant provided services to homeless persons for at least 1 year.	
6. Project logically fits within the mission of the organization.	
7. Has no unresolved monitoring or audit finding for any HUD grants or has findings with an approved corrective action plan.	
8. Does not have an outstanding obligation to the Federal government.	
9. Must be able to meet all timeliness standards per 24 CFR 578.85. Applicants with existing projects must demonstrate they met all renewal threshold requirements.	
10. Applicant will follow the Housing First Model that allows the homeless to enter without barriers such as income, sobriety, etc.	
11. If serving families, must comply with laws related to educational services for children as specified under section 426.B.4 of the McKinney-Vento Act as amended by HEARTH.	
12. Housing must enable homeless persons with disabilities to interact with others without disabilities to the fullest extent possible.	
13. Programs/ activities are offered in the most integrated setting to the needs of the population being served.	
14. Participants will be admitted directly from the street or other locations not meant for human habitation, or Emergency Shelters.	
15. Project must be cost-effective, including costs of construction, operations, and supportive services with such costs not deviating substantially from the norm in that locale for the type of structure or kind of activity.	
16. For expansion projects, applicants must clearly articulate the part being expanded and must clearly demonstrate they are not replacing other funding sources.	

Threshold Review:

Date of Review: \_\_\_\_\_

\_\_\_\_\_  
Reviewer (Print Name)

\_\_\_\_\_  
Signature

## SCORING CRITERIA FOR NEW APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:    PSH             RRH             TRA             PRA             SRA

Benchmark/Scoring Factor	Points Available	Actual Points
<b>Correctness of Application (5 points)</b>		
1. Application was submitted in esnaps by the required deadline.	4 points	
2. Supplemental information required was received by the Collaborative Applicant by the required deadline.	1 point	
<b>Total Score for Correctness of Application</b>		
<b>A. ORGANIZATIONAL CAPACITY AND RELEVANT EXPERIENCE (20 points)</b>		
1a. Applicant and/or subrecipient have successfully completed a HUD-funded project of the same project type.	Maximum 10 points	
1b1. If not, applicant and/or subrecipient have successfully completed similar type of project using a non-HUD funding source.	Maximum 5 points	
1b2. If the answer to 1b1. is yes, there are key staff who were involved in the operations of the similar program described that will be involved in the proposed project.	Maximum 5 points	
2. Applicant or subrecipient has sufficient experience serving the population targeted. (Project has special capacity in its facilities, staff, program designs, tools, or methodologies for the specific subpopulation (s). This does not necessarily mean the applicant exclusively serves that subpopulation, but rather they are uniquely equipped to serve them.)	Maximum 10 points	
<b>Total Score for Organizational Capacity and Relevant Experience</b>		
<b>B. EXPERIENCE OF EACH SUBRECIPIENT (scored as part of A above.)</b>		
<b>C. READINESS TO PROCEED (5 points)</b>		
1. Applicant or subrecipient have the staff required to implement the project or has an adequate plan to recruit qualified staff.	Maximum 1 point	
2. Applicant or subrecipient has the knowledge of the resources and relationships with landlords to successfully implement the project.	Maximum 1 point	
3. Applicant included written commitment of other funding sources required for match.	Maximum 2 points	
4. Estimated schedule for the proposed activities, management plan, and the method for assuring effective and timely completion of all work is reasonable.	Maximum 1 point	
<b>Total Score for Readiness to Proceed</b>		

## SCORING CRITERIA FOR NEW APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:    PSH             RRH             TRA             PRA             SRA

Benchmark/Scoring Factor	Points Available	Actual Points
<b>D. PARTICIPATION IN HMIS (10 points)</b>		
1. Applicant and/or subrecipient currently participating in HMIS.	Maximum 3 points	
2. Applicant and/or subrecipient uses the HMIS or other method of data collection to manage their projects, including evaluating its utilization and performance.	Maximum 5 points	
3. Applicant has signed MOU to participate in UNITY.	Maximum 2 point	
<b>Total Score for Participation in HMIS</b>		
<b>E. SCOPE OF THE PROJECT (35 points)</b>		
1. Applicant provided a clear picture of the proposed project including project design, use of best practices, target population, plan for addressing the identified needs/issues of the target population, projected outcome, and coordination with other sources/partners when the project is at full operational capacity.	Maximum 10 points	
2. The rationale for participants living in a particular structure, unit, or locality, at some point during the period of participation is reasonable. (If N/A award 1 point.)	Maximum 2 points	
3. The type, scale, and location of the housing fit the needs of the participants.	Maximum 3 points	
4. The type, scale, location of the supportive services, and the mode of transportation to those services meets participants' needs.	Maximum 3 points	
5. The plan for assisting participants to obtain the benefits of the mainstream health, social, and employment programs for which they may be eligible meets participants' needs.	Maximum 3 points	
6. The plan to assist program participants obtain and remain in permanent housing meets participants' needs.	Maximum 3 points	
7. The plan to assist participants both increase their incomes and live independently using mainstream housing and service programs meets participants needs.	Maximum 3 points	
8. The rationale for more than 16 persons to live in one structure included the local market conditions that necessitate a project of this size and described how the project will be integrated into the neighborhood. (If N/A, award 2 points.)	Maximum 3 points	
9. Outreach plan describes how the project will accept referrals only from the coordinated intake and assessment system.	Maximum 2 points	

## SCORING CRITERIA FOR NEW APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:    PSH         RRH         TRA         PRA         SRA

Benchmark/Scoring Factor	Points Available	Actual Points
10. Applicant has an adequate contingency plan if the project experiences difficulty meeting the requirements to serve exclusively chronically homeless individuals and/or families.	Maximum 3 points	
<b>Total Score for Scope of the Project</b>		
<b>F. COMMUNITY PARTNERSHIPS (10 points)</b>		
1. Supportive services indicated include resources provided by partner organizations.	Maximum 2 points	
2. Copies of the formal agreements included with the application.	Maximum 3 points	
3. Supportive services indicated include resources provided by non-partner organizations.	Maximum 1 point	
4. Applicant participates in CoC Meetings.	75% + = 4 points < 75% ≥ 50% = 2 points < 50% ≥ 33% = 1 point < 33% = 0 points	
<b>Total Score for Community Partnerships</b>		
<b>G. PARTICIPANT REPRESENTATION (5 points)</b>		
1. Participants or former participants are involved in decision-making.	Maximum 3 points	
2a. Applicant collects participant satisfaction information and utilizes the results in evaluating and making program changes.	Maximum 2 points	
2b. Applicant provides other avenues for consumers to provide anonymous feedback and utilizes the results in evaluating and making program changes.	Maximum 2 points	
<b>Total Score for Participant Representation</b>		

## SCORING CRITERIA FOR NEW APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH       RRH       TRA       PRA       SRA

Benchmark/Scoring Factor	Points Available	Actual Points
<b>H. PROJECT BUDGET, LEVERAGE AND MATCH (10 points)</b>		
1. Portion of funds used for housing costs.	80% + = 5 points 70%- 79% = 3 points 60%- 69% = 1 point < 60% = 0 points	
2. Exceeded the minimum required match and leveraged additional resources.	2.0 : 1 = 5 points 1.5 : 1 = 3 points 1.0 : 1 = 2 points 0.5 : 1 = 1 point	
<b>Total Score for Project Budget, Leverage and Match</b>		
<b>Total New Application Score</b>		

Date of Review: \_\_\_\_\_

\_\_\_\_\_  
Reviewer (Print Name)

\_\_\_\_\_  
Signature

## SCORING CRITERIA FOR NEW APPLICATIONS – COMPLETION REVIEW

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH  Rapid Re-housing  Planning Grant (Collaborative Applicant Only)

**Completion Criteria** – The Collaborative Applicant will review the completion requirements on a yes, no, or pending standard. Applicants will be given a deadline to provide the additional information. Failure to respond by the due date and time will result in the item being scores as failed threshold.

Threshold Criteria	Yes, No, Pending	Completed
1. Submitted all attachments as required.		
2. Applicant Profile Completed Correctly.		
3. Certifications completed correctly and appropriately signed.		
<b>SF-424</b>		
1. All questions completed correctly.		
<b>Recipient and Subrecipient</b>		
1. All questions completed correctly.		
2. Subrecipients are consistent with the supportive services		
<b>Project Detail</b>		
1. All questions completed correctly.		
2. Description of project addresses the following elements: clear picture of the proposed project including the target population to be served, the plan for addressing the identified needs/issues of the target population, projected outcomes, and coordination with other sources/partners when the project is at full operational capacity. (Description may reference other parts of the application.)		
3. Subpopulation focus in project detail is consistent with households and subpopulations.		
4. Type, amount, and duration of rental assistance participants can receive is consistent with project type.		
<b>Housing, Services and HMIS</b>		
1. All questions completed correctly.		
2. Housing Units are consistent with the budget forms.		
<b>Participant and Outreach Information</b>		
1. Applicant correctly identified subpopulations, consistent with the project description and RFP.		
2. Outreach plan documents level of participation in the Coordinated Intake and Assessment System		
<b>Performance Measures</b>		
1. Correctly completed required performance measures.		
2. Correctly completed two additional indicators.		



## SCORING CRITERIA FOR NEW APPLICATIONS – COMPLETION REVIEW

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH  Rapid Re-housing  Planning Grant (Collaborative Applicant Only)

Threshold Criteria	Yes, No, Pending	Completed
<b>Budget Information</b>		
1. Budget forms are completed correctly.		
2. All costs indicated are eligible.		
3. Correct rents used in calculation of leasing or rental assistance		
4. Units indicated in the leasing/rental assistance budget are consistent with the number of households indicated in the project description.		
5. Match equals 25 percent or more of the requested grant amount (with the exception of any amounts requested for leasing).		
6. Administrative costs are equal to 7 percent or less.		
7. Costs are consistent with the project description.		
8. Applicant is requesting rental assistance and has a commitment letter or signed agreement with a State agency, unit of local government or public housing authority to administer the assistance.		

Completion Review: \_\_\_\_\_

Date of Review: \_\_\_\_\_

\_\_\_\_\_  
Reviewer (Print Name)

\_\_\_\_\_  
Signature

**RFP ATTACHMENT 5**

**SCORING CRITERIA FOR RENEWAL APPLICATIONS**

**A. PROJECT PERFORMANCE (25 points)**

**1. Past Performance**

- a. Indicate the project’s performance for each measure listed as appropriate based on the last Annual Performance Report.

<b>Performance Measure</b>	<b>National Performance Standard</b>	<b>Project Performance</b>
PSH Only: Persons maintained in permanent over 6 months (includes exits after 6 months)	80%	
TH & SSO Only: Participants who moved to Permanent Housing (Prior to 2013 NOFA was 65%)	80%	
All: Participants employed at program exit	20%	
All: Participants in CoC Program funded projects have income from sources other than employment	> 54%	
All: Participants in CoC Program funded projects increase their mainstream benefits during program participation	> 56%	

- b. Provide a corrective action plan for any performance measure below the standard. For all standards that meet or exceed the standard indicate the actions that will be taken to maintain and improve the performance.

**2. Proposed Performance Measures**

**a. Specify the universe and target for each of the following:**

- 1) PH: Persons remaining in permanent housing as of the end of the operating year over six months or exiting to permanent housing after more than six months (subsidized or unsubsidized) during the operating year?
- 2) TH & SSO Only: Participants who moved to Permanent Housing
- 3) All: Persons age 18 and older who maintained or increased their total income (from all sources) as of the end of the operating year or program exit or Persons age 18 through 61 who maintained or increased their earned income as of the end of the operating year or program exit.

**b. Indicate 2 Additional Performance Measures, the Data Source, Date Elements and Rationale**

- 1) Proposed Measure
  - a) Name for the additional performance measure
  - b) Universe (#) - The total pool of persons/units/items about whom/which the measure is expected to be reported.
  - c) Target (#) - The number of applicable persons/units/items from the universe who/that are expected to achieve the measure within the operating year.
  - d) Target (%)

**RFP ATTACHMENT 5**

- 2) Data Source (e.g., data recorded in HMIS) and method of data collection (e.g., data collected by the intake worker at entry and case manager at exit) proposed to measure results. Provide as much detail concerning the data systems and methods as possible. Specific data elements and formula proposed for calculating results. Be specific
- 3) Rationale for why the proposed measure is an appropriate indicator of performance given the nature of the program

**B. PARTICIPATION IN HMIS (10 points)**

- 1. Does this project provide client level data to HMIS at least annually?
- 2. Indicate the number of clients served from 1/1/2012 - 12/31/2012
- 3. Of the clients served from 1/1/2012 - 12/31/2012, indicate the number reported in the HMIS
- 4. Indicate in the grid below the percentage of HMIS client records with 'null or missing values' or 'unknown values.' Please add a value for each cell below. If there are no values to report for a cell, please enter "0".

Data Quality	Null or Missing Values (%)	Don't Know or Refused (%)
Name		
Social Security Number		
Ethnicity		
Race		
Gender		
Veteran Status		
Disabling Condition		
Residence Prior to Prog. Entry		
Zip Code of Last Permanent Address		

- 5. Supplemental: Describe level of participation in HMIS including accurate and timely data entry, use of reports to evaluate and improve performance, and participation in the user and advisory groups.

**C. SPECIAL POPULATIONS (10 points)**

- 1. Describe the population targeted for assistance and indicate the percentage actually assisted by subpopulation category during the last complete program year, including chronically homeless, veterans, survivors of domestic violence, youth age 18-24, persons with HIV, chronic substance use, severe mental health condition, intellectual disability, and/or physical disability.
- 2. Enter the percentage of homeless persons served by the project who entered from each location listed below. Note: this includes persons who ordinarily sleep in one of the places listed but spending a short time (90 consecutive days or less) in a jail, hospital, or other institution.
  - a. Street or other locations not meant for human habitation
  - b. Emergency Shelters
  - c. Safe Haven
  - d. Transitional Housing (with entry from the street, place not meant for human habitation, emergency shelters or safe haven.
  - e. Persons fleeing domestic violence.

**RFP ATTACHMENT 5**

- 3. Indicate the percentage of persons who entered the program for each of the following:
  - a. Without income
  - b. With 2 or more physical/mental health conditions
- 4. **PSH:** Indicate the percentage of beds that are turned over annually that will be committed for chronically homeless persons.

**D. PROJECT OPERATIONS (25 points)**

**1. Project Description**

- a. Provide a description of the project that addresses its entire scope of the proposed project. The project description should address the entire scope of the project, including a clear picture of the target population(s) to be served, the number of households by type, persons served at maximum program capacity, the plan for addressing the identified needs/issues of the CoC target population(s), type and duration of assistance, past performance and any changes, projected outcome(s), and coordination with other source(s)/partner(s). Describe the model of care followed and if it is a promising or best practice.
- b. Describe the type and location of housing where participants will reside.
- c. **TH:** Indicate the maximum length of assistance. (up to 3, 12, 18 or 24 months).

**2. Supportive Services for Participants**

- a. Complete the table using the key that follows to indicate the services provided, the organization delivering the services, how participants access each service and the frequency of access:

	Provider	Access	Frequency
<input type="checkbox"/> Assessment			
<input type="checkbox"/> Assistance with Moving Cost			
<input type="checkbox"/> Case Management			
<input type="checkbox"/> Child Care			
<input type="checkbox"/> Education Services			
<input type="checkbox"/> Employment Assistance and Job Training			
<input type="checkbox"/> Food			
<input type="checkbox"/> Housing Search and Counseling Services			
<input type="checkbox"/> Legal Services			
<input type="checkbox"/> Life Skills Training			
<input type="checkbox"/> Mental Health Services			
<input type="checkbox"/> Outpatient Health Services			
<input type="checkbox"/> Outreach Services			
<input type="checkbox"/> Substance Abuse Treatment Services			
<input type="checkbox"/> Transportation			
<input type="checkbox"/> Utility Deposits			

**RFP ATTACHMENT 5**

**Provider**

- "Applicant" providing services directly
- "Subrecipient" organization receiving grant funds to provide the service
- "Partner" organization providing services as part of a formal agreement or MOU through other resources
- "Non-Partner" specific organization that regularly provides the service to clients with no formal agreement

**Access**

- |            |               |       |
|------------|---------------|-------|
| On-site    | Program Van   | Cab   |
| Short Walk | Vehicle Share | Other |
| Bus        | Dial-a-ride   |       |

**Frequency**

- |           |            |          |
|-----------|------------|----------|
| Daily     | Monthly    | Semi-    |
| Weekly    | Bi-monthly | annually |
| Bi-weekly | Quarterly  | Annually |

- b. Describe how the project ensures consistency with the laws related to providing education services to individuals and families experiencing homelessness.
- c. Describe how participants are assisted to obtain and remain in permanent housing.
- d. Describe specifically how participants are assisted both to increase their employment and/or income and to maximize their ability to live independently.
- e. Describe specifically how participants are assisted both to access mainstream resources.

**3. Outreach for Participants**

- a. Enter the percentage of homeless person(s) who will be served by the proposed project for each of the following locations. Note: this includes persons who ordinarily sleep in one of the places listed below but are spending a short time (90 consecutive days or less) in a jail, hospital, or other institution.
  - 1) Directly from the street or other locations not meant for human habitation.
  - 2) Directly from Emergency Shelters.
  - 3) Directly from Safe Havens.
  - 4) From TH and previously resided in a place not meant for human habitation or emergency shelters or safe havens.
  - 5) Persons fleeing domestic violence.
- b. If the total is less than 100 percent, identify the other location(s), and how the persons meet HUD's definition of homelessness and/or homeless under other federal statutes.

**E. COMMUNITY PARTNERSHIPS (10 points)**

Partnerships with other organizations as demonstrated by signed MOUs with community organizations.

**F. PARTICIPANT REPRESENTATION (5 points)**

Describe the level or participation in decision-making by the population served by the project including their representation on the Board of the organization and other opportunities to contribute to the design of the program and services provided.

**RFP ATTACHMENT 5**

**G. PROJECT BUDGET, LEVERAGE AND MATCH (10 points)**

**Annual Supportive Services Budget Detail (include budget narrative)**

<b>Project Costs</b>	<b>CoC Funds</b>	<b>Other Cash Resources</b>	<b>In-Kind Resources</b>	<b>Total Budget</b>
<b>1. Assessment of Service Needs</b>				
<b>2. Assistance with Moving Cost</b>				
<b>3. Case Management</b>				
<b>4. Child Care</b>				
<b>5. Education Services</b>				
<b>6. Employment Assistance and Job Training</b>				
<b>7. Food</b>				
<b>8. Housing Search and Counseling Services</b>				
<b>9. Legal Services</b>				
<b>10. Life Skills Training</b>				
<b>11. Mental Health Services</b>				
<b>12. Outpatient Health Services</b>				
<b>13. Outreach Services</b>				
<b>14. Substance Abuse Treatment Services</b>				
<b>15. Transportation</b>				
<b>16. Utility Deposits</b>				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. 1 FTE Case Manager Salary + benefits, or child care for 15 children) for each supportive service activity for which funding is being requested.

**RFP ATTACHMENT 5**

**Annual Operating Budget Detail (include budget narrative)**

<b>Project Costs</b>	<b>CoC Funds</b>	<b>Other Cash Resources</b>	<b>In-Kind Resources</b>	<b>Total Budget</b>
<b>1. Maintenance/Repair</b>				
<b>2. Property Taxes and Insurance</b>				
<b>3. Replacement Reserve</b>				
<b>4. Building Security</b>				
<b>5. Electricity, Gas, and Water</b>				
<b>6. Furniture</b>				
<b>7. Equipment (lease, buy)</b>				
<b>Total</b>				

**Budget Narrative** must include the quantity and description (e.g. .75 FTE hours and benefits for staff, utility types, monthly allowance for supplies) for each operating cost for which funding is being requested.

**RFP ATTACHMENT 5**

**Budget Detail – Leased/Rented Units**

Metropolitan or non-metropolitan fair market area: Tampa-St Petersburg-Clearwater, FL

Size of Units	# of Units		FMR (Applicant)		12 Months		Total Request (Applicant)	
SRO		x		x	12	=	\$ -	
0 Bedroom		x		x	12	=	\$ -	
1 Bedroom		x		x	12	=	\$ -	
2 Bedrooms		x		x	12	=	\$ -	
3 Bedrooms		x		x	12	=	\$ -	
4 Bedrooms		x		x	12	=	\$ -	
5 Bedrooms		x		x	12	=	\$ -	
6 Bedrooms		x		x	12	=	\$ -	
7 Bedrooms		x		x	12	=	\$ -	
8 Bedrooms		x		x	12	=	\$ -	
9 Bedrooms		x		x	12	=	\$ -	
<b>Total Units and Annual Assistance Requested</b>	0							\$ -

**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**Leased Structures Budget Detail**

Structure Name \_\_\_\_\_  
 Street Address 1 \_\_\_\_\_  
 Street Address 2 \_\_\_\_\_  
 City \_\_\_\_\_ Florida Zip Code \_\_\_\_\_

HUD Paid Rent (per month)		(per year)	
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**RFP ATTACHMENT 5**

**Summary Budget**

<b>Project Costs</b>	<b>CoC Funding Requested</b>	<b>Other Resources (Cash and In-Kind)</b>	<b>Total Project Budget</b>
1a. Acquisition			
1b. Rehabilitation			
1c. New Construction			
2a. Leased Units			
2b. Leased Structures			
3. Short-term/Medium-term Assistance			
4. Long-term Rental Assistance			
5. Supportive Services			
6. Operating			
7. HMIS			
<b>8. Sub-total Costs Requested</b>			
9. Admin			
<b>10. Total Plus Admin Requested</b>			

Maximum of 7% for first time renewals or as approved in current grant agreement.

**Sources of Leverage**

Match and Leverage are two distinct categories of funds from other sources that will be used in conjunction with this project, if awarded. Match (cash or in-kind) must be used for eligible program costs only and must be equal or greater than 25% of the total grant request for all eligible costs under the CoC Program interim rule with the exception of leasing costs. Leverage funds can be used for any program related costs and there is no minimum requirement. Review the CoC Program interim rule and the FY2013 CoC Program NOFA for more detailed information concerning Match and Leverage.

<b>Type</b> Cash (\$) or In-kind (non-cash)	<b>Contributor</b> Entity providing the contribution	<b>Source *</b> Private or Government	<b>Date of Commitment</b>	<b>Value of Commitments</b>
				\$
				\$
				\$
				\$
				\$
				\$
				\$

\*The Neighborhood Stabilization Program (NSP) and HUD-VASH (VA Supportive Housing program) funds may be considered Government sources. Project applicants are encouraged to include funds from these sources, whenever possible. A CoC may receive a higher leveraging score if any of its project applicants identify NSP funds as a source of leverage for one or more projects.

## SCORING CRITERIA FOR RENEWAL APPLICATIONS – THRESHOLD REVIEW

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:    PSH                       Transitional Housing                       HMIS

**Threshold Criteria** – The Review Committee will review the threshold requirements on a pass/fail standard. If it is determined that the applicable standards are not met for a project, the project will be rejected from the competition.

Threshold Criteria	Pass / Fail
1. Has no unresolved monitoring or audit finding for any HUD grants or has findings with an approved corrective action plan.	
2. Has been willing to accept technical assistance, does not have a history of inadequate financial accounting practices, has no indications of project mismanagement, has not reduced or changed the population served or made other significant program changes without prior HUD approval.	
3. Does not have an outstanding obligation to the Federal government.	
4. Applicant will receive all referrals from the coordinated intake and assessment system and participate in the CoC's efforts to ensure persons are referred to the most appropriate housing, prioritize access to assistance, manage one waiting list per project type.	
5. <b>PSH Only:</b> Applicant will follow the Housing first Model that allows the homeless to enter without barriers such as income, sobriety, etc., unless approved as sober housing.	
6. If serving families, must comply with laws related to educational services for children as specified under section 426.B.4 of the McKinney-Vento Act as amended by HEARTH.	
7. Programs/ activities are offered in the most integrated setting to the needs of qualified homeless with disabilities	
8. Currently participating in HMIS, unless exempt.	
9. <b>PSH Only:</b> Applicant and/or subrecipient will complete an annual assessment of participants to include an evaluation of their appropriateness for mainstream resources.	
10. <b>Non-profits Only:</b> Homeless or formerly homeless person is a member of the board of directors or has received approval of an alternate plan from HUD.	

Threshold Review:

Date of Review: \_\_\_\_\_

\_\_\_\_\_  
Reviewer (Print Name)

\_\_\_\_\_  
Signature

## SCORING CRITERIA FOR RENEWAL APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH       Transitional Housing       HMIS

Benchmark/Scoring Factor	Points Available	Actual Points
<b>Correctness of Application (5 points)</b>		
1. Application was submitted in esnaps by the required deadline.	4 points	
2. Supplemental information required was received by the Collaborative Applicant by the required deadline.	1 point	
<b>Total Score for Correctness of Application</b>		
<b>A. PROJECT PERFORMANCE (25 points)</b>		
1a. <b>PSH Only:</b> Housing Stability – Maintained in housing over 6 months	90% + = 10 points 80% - 89% = 8 points 75% - 79% = 5 points < 75% = 0 points	
1b. <b>TH Only:</b> Reducing homelessness - Persons exited to permanent housing	80% + = 10 points 65% - 79% = 8 points 60% - 64% = 5 points <64% = 0 points	
2. Percent of participants Employed at Exit	50% + = 5 points 33% - 49% = 4 points 20% - 32% = 3 points 15% - 19% = 2 points 10% - 14% = 1 point < 10% = 0 points	
3. Percent of participants who have income from employment and other sources at exit.	90% + = 7 points 80% - 89% = 6 points 70% - 79% = 5 points 60% - 69% = 4 points 50% - 59% = 3 points 30% - 49% = 2 points 20% - 29% = 1 point <20% = 0 points	
4. Percent of participants with non-cash benefits at exit.	85% + = 3 points 56% - 84% = 1 point <56% = 0 points	
5. New PSH Projects Only – Projects that have not completed one full year will receive maximum points.	25 points	
<b>Total Score for Project Performance</b>		

## SCORING CRITERIA FOR RENEWAL APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH       Transitional Housing       HMIS

Benchmark/Scoring Factor	Points Available	Actual Points
<b>B. PARTICIPATION IN HMIS (10 points)</b>		
1. Applicant and/or subrecipient participate in UNITY Advisory Committee Meetings.	80% + = 2 Points 60% -79% = 1 point <60% = 0 points	
2. Data Quality – Categories that indicate greater than 10% Missing/Null or Don't Know/Refused. (Projects that have not completed one full year will be scored on data quality. Reduce by 1 point for each point below 98%.)	0 > 10% = 3 points 1 >10% = 2 points 2 >10% = 1 points 3+ >10% = 0 points	
3. Applicant is able to generate an accurate APR report using HMIS. HMIS Report will be compared to esnaps report. (The Spring and projects that have not completed one full year will receive 5 points.)	100% accurate = 5 points Inconsistencies = 3 points Unable to generate report = 0 points	
<b>Total Score for Participation in HMIS</b>		
<b>C. SPECIAL POPULATIONS (10 points)</b>		
1a. <b>PSH:</b> Chronically Homeless Persons – The percentage of the project's beds dedicated for persons who are chronically homeless by HUD's definition, or to be dedicated when the current participant exits and the bed or assistance is turned over to another participant.	100% of existing beds = 5 points 100% of turnover to be dedicated for Chronic = 5 points 75% of turnover = 3 points 50% of turnover = 1 point 25% of turnover = 0.5 point No turnover for chronic = -5 points	
1b. <b>TH:</b> Participants admitted directly from the street or other locations not meant for human habitation, or Emergency Shelters.	80% + = 5 points 70% -79% = 3 points 50% - 69% = 2 points < 50% = 0 points	
2. Participants are "hard to serve" as defined by no income at entry. (Projects that have not completed one full year will receive 2.5 points.)	50% + = 2.5 points < 50% = 0 points	
3. Participants are "hard to serve" as defined by 2 or more physical/mental health conditions. (Projects that have not completed one full year will receive 2.5 points.)	50% + = 2.5 points < 50% = 0 points	
<b>Total Score for Sub-populations</b>		

## SCORING CRITERIA FOR RENEWAL APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH       Transitional Housing       HMIS

Benchmark/Scoring Factor	Points Available	Actual Points
<b>D. PROJECT OPERATIONS(25 points)</b>		
1. Organization's plan to improve performance and compliance with the proposed models of care, including how the project will identify and maintain persons in housing, how the project will assist participants increase their employment and/or income to maximize their ability to live independently, and how the project will maximize access to mainstream resources.	Maximum 10 points  Excellent = 10 points Good = 8 points	
2. APR Submitted on Time (within 90 days of the end of the term)	1 point	
3. Bed Utilization	90% + =4 points 85-89%=3 points 80-84%=2 points 75-79%=1 points <75%=0 points	
4. Spending all grant funds awarded for the last full year of operation. (Not applicable to projects where funding was reallocated and the number of households remained the same as part of the plan to address this issue.)	90% + =5 points 85-89%=4 points 80-84%=3 points 75-79%=2 points 70-74%=1 point <70%=0 points	
5. HUD Monitoring	No finding = 2.5 points CAP Submitted = 1 points No plan = 0 points No monitoring = 2.5 points	
6. Fiscal Audit	No deficiencies=2.5 points Technical/Corrected= 1.5 points 1 finding=.5 points	
<b>Total Project Operations</b>		
<b>E. COMMUNITY PARTNERSHIPS (10 points)</b>		
1. Supportive services indicated include resources provided by partner organizations.	Maximum 2 points	
2. Copies of the formal agreements included with the application.	Maximum 3 points	

## SCORING CRITERIA FOR RENEWAL APPLICATIONS

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:  PSH       Transitional Housing       HMIS

Benchmark/Scoring Factor	Points Available	Actual Points
3. Supportive services indicated include resources provided by non-partner organizations.	Maximum 1 point	
4. Applicant participates in CoC Meetings (Projects currently administered by the Collaborative Applicant will receive 4 points.)	75% + = 4 points < 75% but ≥ 50% = 2 points < 50% but ≥ 33% = 1 point < 33% = 0 points	
<b>Total Community Partnerships</b>		
<b>F. PARTICIPANT REPRESENTATION (5 points)</b>		
1. Participants or former participants are involved in decision-making.	Maximum 3 points	
2a. Applicant collects participant satisfaction information and utilizes the results in evaluating and making program changes.	Maximum 2 points	
2b. Applicant provides other avenues for consumers to provide anonymous feedback and utilizes the results in evaluating and making program changes.	Maximum 2 points	
<b>Total Participant Representation</b>		
<b>G. PROJECT BUDGET, LEVERAGE AND MATCH (10 points)</b>		
1. Portion of funds used for housing costs.	80-100% = 5 points 70- 79% = 3 points 60- 69% = 1 point below 60%=0 points	
2. Ratio of match and leveraged resources to requested total grant.	2.0 : 1 = 5 points 1.5 : 1 = 3 points 1.0 : 1 = 2 points 0.5 : 1 = 1 point	
<b>Total Project Budget, Leverage and Match</b>		
<b>Total Renewal Application Score</b>		

Date of Review: \_\_\_\_\_

\_\_\_\_\_  
Reviewer (Print Name)

\_\_\_\_\_  
Signature

## SCORING CRITERIA FOR RENEWAL APPLICATIONS – COMPLETION REVIEW

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:    PSH                       Transitional Housing                       HMIS

**Completion Criteria** – The Collaborative Applicant will review the completion requirements on a yes, no, or pending standard. Applicants will be given a deadline to provide the additional information. Failure to respond by the due date and time will result in the item being scores as failed threshold.

Completion Criteria	Yes, No, Pending	Completed
1. Submitted all attachments as required.		
2. Applicant Profile Updated.		
3. Certifications completed correctly and appropriately signed.		
<b>SF-424</b>		
1. All questions completed correctly.		
<b>Recipient and Subrecipient Information</b>		
1. All questions completed correctly.		
2. Subrecipients are consistent with the supportive services		
<b>Project Detail</b>		
1. All questions completed correctly.		
2. Description of project addresses the following elements: clear picture of the proposed project including the target population to be served, the plan for addressing the identified needs/issues of the target population, past performance and any changes, projected outcomes, and coordination with other sources/partners when the project is at full operational capacity. (Description may reference other parts of the application.)		
3. Subpopulation focus in project detail is consistent with households and subpopulations.		
4. Type, amount, and duration of rental assistance participants can receive are consistent with the project type.		
<b>Housing, Services and HMIS</b>		
1. All questions completed correctly.		
2. Housing Units are consistent with the budget forms.		
<b>Participant and Outreach Information</b>		
1. Applicant correctly identified subpopulations, consistent with the project description and RFP.		
2. Locations where participants come from are correct for project type and all related questions are answered completely.		

## SCORING CRITERIA FOR RENEWAL APPLICATIONS – COMPLETION REVIEW

Project Applicant: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Type of Project:    PSH                       Transitional Housing                       HMIS

Completion Criteria	Yes, No, Pending	Completed
3. Non-profits only: Homeless or formerly homeless person is a member of the board of directors.		
<b>Performance Measures</b>		
1. Correctly completed required performance measures.		
2. Correctly completed two additional indicators.		
3. Applicant met the plans and goals established in the initial application		
4. Applicant demonstrated all timeliness standards for grants being renewed, including that standards for the expenditure of grant funds.		
<b>Budget Information</b>		
1. Budget forms are completed correctly.		
2. All costs indicated are eligible.		
3. Correct rents used in calculation of leasing or rental assistance.		
4. Units indicated in the leasing/rental assistance budget are consistent with the number of households indicated in the project description		
5. Match equals 25 percent or more of the requested grant amount (with the exception of any amounts requested for leasing).		
6. Administrative costs are equal to 7 percent or less.		
7. Costs are consistent with the project description.		
8. Applicant is requesting rental assistance and has a commitment letter or signed agreement with a State agency, unit of local government or public housing authority to administer the assistance.		

Completion Review: \_\_\_\_\_

Date of Review: \_\_\_\_\_

\_\_\_\_\_  
Reviewer (Print Name)

\_\_\_\_\_  
Signature



**RFP ATTACHMENT 6**

**TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE  
2013 CONTINUUM OF CARE PROGRAM COMPETITION  
AGENCY INFORMATION**

**Complete the requested information and submit the original and five copies, along with six sets of the attachments.**

**ORGANIZATIONAL INFORMATION**

1. Organization Legal Name: \_\_\_\_\_
2. Type of Applicant: (e.g., non-profit, government, PHA): \_\_\_\_\_
3. Non Profits: Year the organization was incorporated: \_\_\_\_\_
4. Fiscal Year: \_\_\_\_\_
5. Contact Person Name, Title, Email, Phone: \_\_\_\_\_  
\_\_\_\_\_
6. Physical Address of the organization (street address, city ,state and zip code): \_\_\_\_\_  
\_\_\_\_\_

**PROJECT APPLICATIONS**

Provide a list of all projects submitted for the 2013 Continuum of Care Program Competition including, New or Renewal Project, Name, Program Type, and Total Amount Requested.

**GENERAL OVERVIEW OF THE ORGANIZATION**

Provide a general overview of the organization, number of years in operation, total number of employees, a description of services currently provided, populations served, and the geographic areas in which services are provided.

**MISSION STATEMENT**

Provide the organization's mission statement

**ATTACHMENTS**

**Include the originally signed Agency Information a copy of this form and the following are submitted for the Organization:**

1. List of current Board Members indicating officers and affiliations
2. Certificate of Good Standing for the organization
3. Most recent IRS 990, as submitted to the IRS
4. Most recent audit report and auditor's management letter
5. Code of Conduct
6. HUD form 2880 - Applicant/Recipient Disclosure/Update Report
7. SF-LLL - Disclosure of Lobbying Activities
8. HUD form 50070 - Drug-Free Workplace Certification

## RFP ATTACHMENT 6

### New Applicants (Non-Profits)

1. By-Laws
2. Articles of Incorporation
3. Nonprofit Documentation

### CERTIFICATIONS:

In addition to the Certifications required by HUD and acknowledged in esnaps, New and Renewal Applicants must certify their agreement to the following:

1. Agency participates or will participate in the UNITY Information Network.
2. Agency will participate in the Point in Time Count and the Update to the Housing Inventory.
3. Agency participates or will participate in CoC Meetings, HMIS Advisory, and HMIS User groups, and other applicable planning committees.
4. Agency participates or will participate in the coordinate intake and assessment system, which means all referrals must come from the coordinated intake and assessment system, referrals received will have been screened and matched to the most appropriate housing and prioritized based on community standards.
5. **Non-profits Only:** Agency Board includes a homeless or formerly homeless person as a member or has received approval of an alternate plan from HUD, or has included in the application the steps the organization will take to become compliant.
6. **Renewals Only:** Agency has not reduced or changed the population served or made other significant program changes without prior HUD approval.
7. **Renewal PSH Only:** Agency agrees to complete an annual assessment of participants to include an evaluation of their appropriateness for mainstream resources.

I certify (1) to the statements contained in the list of certifications listed above, and (2) that the Agency Information Form and the responses contained in the Project Application and the Additional Questions Not Included in esnaps are true, complete, and accurate to the best of my knowledge. I also agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

**Name of Authorized Certifying Official:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**RFP ATTACHMENT 7**

**TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE  
2013 CONTINUUM OF CARE PROGRAM COMPETITION  
ADDITIONAL QUESTIONS NOT INCLUDED IN ESNAPS**

**Complete the following information for each project application and submit the original and five copies, along with six sets of the attachments. Each project application must be listed on the Agency Information Form.**

**Organization:** \_\_\_\_\_

**Project Name:** \_\_\_\_\_

**PARTICIPATION IN HMIS**

Describe level of participation in HMIS including accurate and timely data entry, use of reports to evaluate and improve performance, and participation in the user and advisory groups.

**PARTICIPANT REPRESENTATION**

Describe the level or participation in decision-making by the population served by the project including their representation on the Board of the organization and other opportunities to contribute to the design of the program and services provided.

**RENEWALS ONLY**

Provide a corrective action plan for any performance measure below the standard. For all standards that meet or exceed the standard indicate the actions that will be taken to maintain and improve the performance.

Indicate if you were monitored by HUD within the past two years and include copies of the monitoring report and responses, as appropriate.

**NEW APPLICATIONS ONLY**

Include any additional information not included in the application that demonstrates the organization's financial and management capacity and experience needed to carry out the project, as detailed in the application.

Provide any additional information in regard to the organization's readiness to proceed.

**ATTACHMENTS**

**New and Renewal Projects**

1. Confirmation of submission in esnaps
2. Signed Commitment Letters for Match and Leveraged Resources
3. Signed MOUs for coordination and access to resources or if MOUs are agency-based and not specific to the project, they may be attached to Agency Information Form.

**TAMPA / HILLSBOROUGH COUNTY CONTINUUM OF CARE  
2013 CONTINUUM OF CARE PROGRAM COMPETITION  
REALLOCATION STRATEGY**

**INTRODUCTION**

The U.S. Department of Housing and Urban Development (HUD) released the Notice of Funding Availability for the Fiscal Years 2013 and 2014 Continuum of Care Program Competition on Friday, November 22, 2013. The CoC Application, completed by the Collaborative Applicant with input from the CoC will cover a two-year period. (Project applications will need to be submitted each year.) The score received for the CoC Application will determine the order in which project applications submitted by the Collaborative Applicant are funded and will apply to funds requested for FY 2013 and FY 2014.

As HUD expected, funds appropriated for the Continuum of Care Program Competition are not sufficient to cover the expenditures of all renewal projects in 2013, and as such, the only new projects that are eligible for submission are those created with reallocated funding and the costs for a planning grant. HUD is encouraging CoCs to support renewal projects that are high performing, high priority, and that meet identified needs and gaps in the continuum, and to take advantage of the reallocation process to create new project applications. HUD is strongly encouraging CoCs to carefully review transitional housing models for cost-effectiveness, performance, and utilization and determine if rapid re-housing may be a better model.

All projects will be prioritized in two Tiers using CoC-approved scoring criteria and selection priorities. These Tiers are financial thresholds:

- Tier 1 is equal to the Annual Renewal Demand (ARD) for the Tampa / Hillsborough County CoC of \$6,020,102 less 5 percent, which equals \$5,719,096.90.
- Tier 2 is equal to \$376,256.10, which is the balance of the ARD and an additional \$75,251.00, dedicated specifically for a planning grant. Two bonus points are available for including all SSO projects in Tier 2.

Projects ranked in Tier 1 are considered relatively safe, while projects in Tier 2 are at risk. Projects in each Tier are funded based on the priority order established in the NOFA. Higher scoring applications have a better chance of being awarded funding for projects in both Tier 1 and Tier 2. Last year we scored in the bottom 25% of the CoCs funded.

HUD's homeless assistance programs are being measured in FY 2013 and FY 2014 by the objective to "end chronic homelessness and to move the homeless to permanent housing." To increase the potential for applications in Tier 2 to be funded the CoC application and project selection process must demonstrate the efforts by the community to address the following indicators:

1. The creation of new PSH beds for the chronically homeless.
2. The decrease in the number of the chronically homeless in the CoC's geography.
3. The increase of employment of the homeless residing in or exiting HUD homeless assistance projects.
4. The increase of the use of mainstream resources for the homeless residing or exiting from HUD homeless assistance projects.
5. The percentage of turnover in CoC Program-funded PSH not dedicated to the chronically homeless that will be prioritized to serve the chronically homeless.

6. The percentage of households with children served in rapid re-housing who came from unsheltered locations.

The proposed Reallocation Strategy will shift funds from selected renewal projects that are lower performing, underperforming, obsolete, ineffective, or superseded by evidenced based practices to be reallocated to support new permanent housing projects. This strategy places an emphasis on the policies prioritized by HUD and will help to increase the application score.

If the recommendations for reallocation are approved, the total amount available for new permanent supportive housing serving chronically homeless individuals and families, and rapid re-housing for households with children living on the streets or in emergency shelter, is \$2,134,349. The distribution of these funds for each type of project will be determined prior to the release of the Request for Proposals.

**CRITICAL DATES AND DEADLINES**

Reallocation Strategy Presented to Board HUD NOFA Committee	Tuesday, December 3, 2013
Recommendation of the Board HUD NOFA Committee Submitted to Agencies Impacted	Wednesday, December 4, 2013
Recommendation of the Board HUD NOFA Committee Presented to CoC for Input	Thursday, December 5, 2013
<b>Due Date for Responses by Agencies Impacted by Reallocation Strategy</b>	<b>Monday, December 9, 2013, 12 noon</b>
Approval of the Reallocation Strategy by the Board	Tuesday, December 10, 2013
RFP Issued for New and Renewal Applications	Wednesday, December 11, 2013

**AWARD PROCESS**

Within the rank order established by the CoC on the Priority Listings, HUD will first select projects from Tier 1 in the following order by CoC score:

1. Renewal permanent housing projects, RRH and PSH;
2. New PSH projects created through reallocation for 100 percent chronically homeless;
3. New rapid re-housing projects created through reallocation for homeless households with children;
4. Renewal transitional housing;
5. CoC planning costs;
6. UFA costs;
7. SSO projects for centralized or coordinated assessment system;
8. Renewal HMIS;
9. All other renewal supportive services only projects, and
10. Any project application submitted by the CoC that was not included in the HUD-approved GIW.

HUD will then select projects from Tier 2 with any remaining available funds following the same process and order as described for Tier 1.

## RECOMMENDATIONS FOR REALLOCATION

As the Collaborative Applicant, we have completed a comprehensive analysis of the performance of the existing projects. The proposed Reallocation Strategy is recommended to better meet the needs in the community and maximize our chances for receiving funds for all projects submitted.

- **Safe Haven.** Safe Place first opened in 1995 to provide a low demand environment to engage those homeless who were hardest to reach. While the percentage of persons moving to permanent housing at exit improved greatly since last year, the model has been superseded by the Housing First Model. The percentage of participants employed at exit or with other sources of income is below the national goals, the facility-based model is expensive, and people are not in their own housing. A recommended alternative is to implement an Assertive Community Treatment Team Model Program. Assertive Community Treatment is an evidenced-based permanent supportive housing program model that utilizes a team approach designed to provide flexible support services to persons living in community housing.
- **Supportive Services Only Projects.** There are three existing SSO Projects. To maximize the application score, it is recommended SSO projects be placed in Tier 2 for the 2 bonus points. A higher scoring application increases the chances of projects in Tier 2 being funded; however, there is still risk of not being funded. There are 8 other project types HUD will fund from Tier 2 across all CoCs before the SSO projects are funded. Reallocation provides more control of the funding and increases the likelihood of maintaining the resources to address homelessness.
  - **The Hope Program** provides the supportive services to eligible households placed in scattered site housing. There are an estimated 36 households with children and 12 single person households receiving support services. Some of these households are receiving rent subsidies through other programs. The percentage of persons maintained in permanent housing greater than 6 months is 78 percent just slightly below the performance goal of 80 percent. The project is operating well; however, as described, the project has a lower probability of being funded when it is ranked in Tier 2. It will be challenging to identify resources to replace these services if the program is reallocated; however, reallocating the project demonstrates a decrease in the reliance on HUD funding for services and increased use of mainstream resources, one of the HUD Priorities.
  - **Drew Park SSO** is only serving Veterans. While not as costly as the Safe Haven, the project has been in existence for a long time and there are new resources available for treatment and rapid re-housing specifically dedicated for Veterans. The treatment and support costs included in this project should be funded through the Department of Veterans Affairs. The percentage of veterans moving to permanent housing is only 55 percent.
  - **The Shop** is a low demand drop-in center providing access to laundry facilities, showers and restrooms, phones, computers, and a mailing address, as well as, information and referral, time limited case management and on-going support services for those placed in housing. All of the persons placed in housing receive a rental subsidy through another program. There are an estimated 50 single person households receiving supportive housing. The percentage of persons maintained in housing over 6 months is 87 percent but 36 percent have no source of income. While the supportive services are effective, the other services funded by the grant (approximately 50 percent) help support the Drop-in Center that reported an engagement rate of 7 percent in 2012. The program provides a valuable resource; however, it is at risk of not being funded if not reallocated and, as reported above for The Hope Program, reallocating the project demonstrates a decrease in the reliance on HUD funding for services and increased use of mainstream resources, one of the HUD Priorities.

- **Transitional Housing Projects.** HUD recognizes that transitional housing can be an effective tool for addressing the needs of specific subpopulations—such as homeless youth, domestic violence survivors, and the homeless with substance abuse issues. However, recent research shows transitional housing is generally more expensive than other housing models serving similar populations, it is often more service-intensive than most homeless households need, and the criteria for entry into many transitional housing programs are so rigorous beds are under-utilized. After reviewing all of the CoC-funded transitional housing programs, the following 2 projects are recommended for reallocation to support rapid re-housing:
  - **Drew Park Transitional Housing** has been in existence since the early 90s. For the last two years, the project has not been as effective in moving people to permanent housing (47 percent in 2013 and 58 percent in 2012). Utilization is at 78% and the cost per exit to permanent housing is more than double the average for all CoC-funded transitional housing projects. In addition, 67 percent of those assisted are Veterans and as referenced earlier, there are new resources available for treatment and rapid re-housing for Veterans.
  - **Volunteers of America Women’s Program** was partially reallocated last year due to lower performance over 2 years. While exits to permanent housing have increased, utilization in January was 78 percent and the cost per exit to permanent housing is more than double the average for all CoC-funded transitional housing projects.

The remaining transitional housing projects include The Spring of Tampa Bay, The Salvation Army’s Hospitality House and Hope House, and Alpha House. There are no recommendations to reallocate funds from these projects based on the following:

- The Spring of Tampa Bay is serving a targeted subpopulation - survivors of domestic violence and, with the exception of its utilization is performing well. A corrective action plan would be required to address utilization.
- The Salvation Army Hope House is performing well. Hospitality House is experiencing performance issues in utilization and movement to permanent housing. The Salvation Army has already initiated a corrective action plan to restructure the programs as short-term emergency housing not to exceed six-months. A corrective action plan will be required to address performance.
- Alpha House of Tampa serves a subpopulation of pregnant women who are homeless and is the only facility in the community that addresses this need.

It is not recommended that any of the permanent support housing programs be reallocated in 2013. Several projects are under performing and will be required to complete a corrective action plan addressing each component. In addition, all projects will be required to make adjustments to their eligibility criteria to eliminate any of the barriers to admission and continued tenancy.

#### **APPEALS**

Agencies adversely impacted by the Reallocation Strategy will be notified and given three days to respond. Written appeal must be typed on agency letterhead, signed by an authorized representative of the organization. The appeal may not exceed 2 pages. **The appeal must be received by Tampa Hillsborough Homeless Initiative via email at [edi@homelessofhc.org](mailto:edi@homelessofhc.org) by Monday, Dec. 9 @ 12 noon.** The appeal must clearly state the reason for the appeal and any supporting documentation must be summarized. Do not include any attachments. The Board of the Collaborative Applicant will review the justification for the appeal and provide a final decision on December 10, 2013. The decision of the Board of the Collaborative Applicant is final.

#### **Attachments**

- Attachment 1 – Renewal Project List
- Attachment 2 – 2013 Performance Evaluation

**Tampa / Hillsborough County CoC  
Funded Project List**

Grantee Name	Project Name	Type	Number of Beds	Number of Units	Last Full Operating Year			2013 Renewal Grant Amount
					Grant Expended	Match	Total Expenditures	
ACTS	Drew Park SSO	SSO			\$133,334	\$31,750	\$165,084	\$133,334
ACTS	Drew Park TH	TH	36	36	\$403,035	\$112,872	\$515,907	\$403,035
ACTS	Project-Based PHP	PSH	38	24	\$114,483	\$33,575	\$148,058	\$114,483
ACTS	Scattered Site Leasing	PSH	22	16	\$146,352	\$5,283	\$151,635	\$171,597
ACTS	Sandra Prince Samaritan Home	PSH	14	14	\$111,668	\$28,298	\$139,966	\$182,305
Alpha House of Tampa	REN 2012 Welfare to Work	TH	40	16	\$229,051	\$66,500	\$295,551	\$229,051
Homeless Coalition	HOME2 (2nd year of 2-year project)	PSH	37	16	\$166,538	\$41,635	\$208,173	\$250,100
Homeless Coalition	SPHA	PSH	6	4	\$40,361	\$1,427	\$41,788	\$38,489
Homeless Coalition	HOME3 (Started 8/2013)	PSH	55	40	Not Available Started August 2013			\$508,912
Tampa Housing Authority	TRA Collaborative 2002	PSH	26	16	\$114,022	\$106,597	\$220,619	\$128,339
Tampa Housing Authority	TRA Collaborative 2003	PSH	23	18	\$132,193	\$132,193	\$264,386	\$154,393
Tampa Housing Authority	TRA Collaborative 2004	PSH	20	20	\$125,081	\$119,434	\$244,515	\$152,045
MHC d/b/a Gracepoint	Safe Place	SH	25	25	\$839,791	\$183,534	\$1,023,325	\$839,791
MHC d/b/a Gracepoint	Samaritan Leasing Project	PSH	20	20	\$225,604	\$10,616	\$236,220	\$232,737
MHC d/b/a Gracepoint	The Hope Program*	SSO			\$287,217	\$71,805	\$359,022	\$295,333
MHC d/b/a Gracepoint	The Shop*	SSO			\$199,500	\$47,500	\$247,000	\$199,500
Plant City Housing Authority	Shelter plus Care - Chronic (last year of multi-year grant)	PSH	19	19	\$148,798	\$138,196	\$286,994	\$169,933
Plant City Housing Authority	Shelter plus Care - Mixed (last year of multi-year grant)	PSH	50	20	\$130,302	\$130,302	\$260,604	\$230,722
Project Return	Project-Based PSH	PSH	20	10	\$153,956	\$45,969	\$199,925	\$153,956
The Salvation Army	Hope House	TH	43	43	\$144,467	\$45,863	\$190,330	\$144,467
The Salvation Army	Hospitality House	TH	50	29	\$244,745	\$77,886	\$322,631	\$244,745
The Spring of Tampa Bay	Transitional Housing	TH	37	12	\$177,557	\$50,329	\$227,886	\$177,557
VOA-FL	Women's Program	TH	26	13	\$352,552	\$22,803	\$375,355	\$263,356
VOA-FL	Volunteers of America of F	PSH	30	18	Not Available New Project			\$323,079
<b>Total w/o HMIS</b>								<b>\$5,741,259</b>
HCHC	HMIS	HMIS						\$278,843
<b>Total w/HMIS</b>								<b>\$6,020,102</b>

\* Does not operate beds. Grant includes supportive services to persons in permanent housing (estimated 48 households opened to HOPE Program and 50 households open to The Shop).



Tampa / Hillsborough County CoC  
 2013 Performance Evaluation of Existing CoC-Funded Supportive Services Only Projects

Agency	Program	Eligibility Criteria	Population Served	National Performance Standards				Other Local Performance Measures	
				Housing Stability	Reducing Homelessness	Employment and Other Resources			
						Persons maintained in housing over 6 months (includes exits after 6 months)	TH & SSO Only: Participants who moved to Permanent Housing (2013 NOFA was 65%)		Participants employed at program exit
ACTS	Drew Park SSO		Homeless Veterans with disability -those who need services due to Traumatic Brain Injury, Epilepsy, Stroke, Amputation, Orthopedic Problems, Neurological Disorders, mental illness, chemical dependency/substance abuse, and/or co-occurring disorders	80%	80%	20%	> 54%	> 56%	Average All-\$7057
MHC d/b/a Gracepoint	The Hope Program	Homeless and at least one adult member of the household must have a disability. Any requirements for permanent housing chosen by the participant.	36 Households with children and 12 Single Person Households. Primary subpopulation is persons with severe mental illness who are provided supportive services while residing in community housing.	N/A	55%	21%	90%	100%	\$8,333
MHC d/b/a Gracepoint	The Shop	The Shop, has limited rules and expectations of homeless who access the services - low demand, safe environment designed to promote engagement is services. Case management and supportive housing are based on availability. Supportive housing requires the individual have a disability.	50 Single Person Households receiving supportive services while residing in community housing. Drop-in Services to over 2,000 homeless persons with 7% engagement rate in 2012. Primary population is persons with severe mental illness and may serve persons with a co-occurring disorder of substance use.	87%	N/A	0%	64%	100%	N/A

**Tampa / Hillsborough County CoC  
2013 Performance Evaluation of Existing CoC-Funded Transitional Housing Projects Safe Haven**

Agency	Program	Eligibility Criteria	Population Served	National Performance Standards				Other Local Performance Measures	
				Reducing Homelessness TH & SSO Only: Participants who moved to Permanent Housing (2013 NOFA was 65%)	Employment and Other Resources			Bed Utilization (PIF Jan 2013)	Average cost per exit from Transitional to Permanent Housing
					Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits		
ACTS	Drew Park Transitional Housing Program	18+ years of age. Alcohol and drug free for 5 days. Psychiatric symptoms are stabilized. No convicted sex abusers. Must be ambulatory and capable of self care. Must be willing to abide by guidelines that govern the program.	Homeless individuals with substance abuse/alcohol and or co-occurring mental illness issues. 67% Veterans based on GPD Funds.	80%	20%	> 54%	> 56%	Average All 84%	Average All- \$7052
Alpha House of Tampa	REN 2012 Welfare to Work	Need to be able to live independently. Must share common areas with other residents.	Pregnant and parenting women in crisis.	76%	32%	88%	100%	90%	\$4,873
The Salvation Army	Hope House	Homeless Must have some income or cash benefits	Single Men	85%	66%	74%	80%	95%	\$2,627
The Salvation Army	Hospitality House	Homeless Must have some income or cash benefits	Households with Children and Single Women	70%	63%	86%	67%	56%	\$4,799
The Spring of Tampa Bay	Transitional Housing	Domestic Violence	Households with Children and Single Women - Survivors of Domestic Violence.	96%	22%	78%	89%	62%	\$7,398
VOA-FL	Women's Program	Must be homeless woman or woman with minor children, with both a mental illness and substance abuse diagnosis.	Households with Children and Single Women	81%	22%	50%	89%	78%	\$16,025
MHC d/b/a Gracepoint	Safe Place	Verification of homelessness and severe & persistent mental illness, AHCA 1823-Health Assessment and TB screening	Single persons with severe and persistent mental illness	61%	6%	42%	75%	76%	\$21,533

Tampa / Hillsborough County CoC

2013 Performance Evaluation of Existing CoC-Funded Permanent Supportive Housing

Agency	Program	Population Served	Status at Entry		National Performance Standards				Other Local Performance Measures	
			2 or More Health / Mental Health Conditions	No Income at Entry	Housing Stability PSH Only: Persons maintained in housing over 6 months (includes exits after 6 months)	Employment and Other Resources			Bed Utilization (PIT Jan 2013)	Percent of Beds dedicated to Chronically Homeless
						Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits		
ACTS	Project-Based PHP	Singles and Households with Children with an adult member with disability - primarily substance use. Some preference for Veterans	47%	34%	80%	20%	> 54%	> 56%	Average All 84%	50%
ACTS	Scattered Site Leasing	Singles and Households with Children with an adult member with disability - primarily substance use	94%	0%	86%	20%	100%	100%	82%	13%
ACTS	Sandra Prince Samaritan Home HOME2	Chronically homeless individuals Chronically homeless - Singles and Households with an adult member with disability - primarily mental health	61%	44%	83%	50%	67%	67%	86%	100%
THHI		Singles and Households with an adult member with disability - primarily mental health	42%	73%	77%	20%	20%	100%	97%	100%
THHI	SPHA	Singles and Households with Children with an adult member with disability - primarily HIV	43%	0%	100%	no exits	no exits	100%	100%	0%
THA	TRA Collaborative 2002	Singles and Households with Children with an adult member with disability - primarily mental health	50%	38%	85%	0%	100%	100%	92%	0%
THA	TRA Collaborative 2003	Singles and Households with Children with an adult member with disability - primarily mental health	37%	25%	89%	40%	60%	100%	100%	0%
THA	TRA Collaborative 2004	Chronically homeless individuals	46%	46%	83%	0%	88%	81%	75%	100%

Each project user performing in an area will be required to complete a corrective action plan.

**Tampa / Hillsborough County CoC  
2013 Performance Evaluation of Existing CoC-Funded Permanent Supportive Housing**

Agency	Program	Population Served	Status at Entry		National Performance Standards				Other Local Performance Measures	
			2 or More Health / Mental Health Conditions	No Income at Entry	Housing Stability PSH Only: Persons maintained in housing over 6 months (includes exits after 6 months)	Employment and Other Resources			Bed Utilization (PT Jan 2013)	Percent of Beds dedicated to Chronically Homeless
						Participants employed at program exit	Participants with income from sources other than employment	Participants who increase their mainstream benefits		
MHC d/b/a Gracepoint	Samaritan Leasing Project	Chronically homeless individuals	47%	34%	80%	20%	≥ 54%	≥ 56%	Average All 84%	50%
Plant City Housing Authority	Shelter plus Care - Chronic	Chronically homeless individuals	43%	70%	73%	0%	75%	100%	100%	100%
Plant City Housing Authority	Shelter plus Care - Mixed	Singles and Households with Children with an adult member with disability - primarily mental health	55%	60%	95%	0%	100%	100%	95%	100%
Project Return	Project-Based PSH	Singles with disability - primarily mental health	15%	29%	84%	13%	50%	83%	90%	0%
			35%	5%	75%	17%	100%	60%	75%	10%

Each project user performing in an area will be required to complete a corrective action plan.

## Bridgett McCormick

---

**From:** edi@homelessofhc.org on behalf of Maria Barcus, CEO, Tampa Hillsborough Homeless Initiative <edi@homelessofhc.org>  
**Sent:** Monday, December 23, 2013 12:24 PM  
**To:** Bridgett McCormick  
**Subject:** Addendum 1 to 2013 CoC RFP - Responses to Questions

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# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## Addendum 1 to the Tampa / Hillsborough County Continuum Of Care 2013 Continuum Of Care Program Competition RFP Released 12/12/2013.

As required in the Tampa / Hillsborough County Continuum of Care 2013 Continuum of Care Program Competition Request for Proposals, released 12/12/13, the Tampa Hillsborough Homeless Initiative (THHI), as the Collaborative Applicant, is hereby posting responses to all written questions as [Addendum 1 to the 2013 Continuum of Care Program Competition RFP Released 12/12/2013.](#)

This addendum addresses all of the questions received and amends the threshold requirements. Housing First is no longer included in the criteria as pass/fail. Any applicant indicating a project is not adopting the Housing First Model must include the justification with their application. Refer to Question C13 for more details.

THHI is also providing the [final PIT \(Point in Time Count\)](#) and [Unmet Need](#) analysis as submitted to HUD which are referenced in the questions.

As requested by some agencies, we have created a 'fill-in' version of the RFP Attachment 6, "Agency Information" form and RFP Attachment 7, "Additional questions not included in esnaps" form. These forms, along with all RFP related documents, are available via our website, [www.homelessofhc.org](http://www.homelessofhc.org).

For additional information or clarifications, please contact [Edi@homelessofhc.org](mailto:Edi@homelessofhc.org).

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

Children's Board of Hillsborough County

Hillsborough County Housing Finance Authority

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## Bridgett McCormick

---

**From:** kassandra@homelessofhc.org on behalf of Cassandra Pierre, Tampa Hillsborough Homeless Initiative <kassandra@homelessofhc.org>  
**Sent:** Wednesday, January 08, 2014 8:17 AM  
**To:** Bridgett McCormick  
**Subject:** Register for the Rapid Rehousing Training

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# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## RAPID REHOUSING TRAINING

January 16 and 17, 2014

The Tampa Hillsborough Homeless Initiative has arranged for the National Alliance to End Homelessness to hold a two-day training on rapid rehousing here in Tampa on January 16 and 17, 2014, from 8:30 a.m. to 4:30 p.m. each day.

The training will be held at ACTS, 4612 N. 56th Street, Tampa, 33610.

The training is free for staff working at organizations within the Tampa/Hillsborough CoC. Organizations outside the Tampa/Hillsborough CoC are invited to send staff with a cost of \$50 per person.

Attendance is

**strongly recommended and encouraged for**

:

- case managers, housing specialists and program managers currently working in rapid rehousing programs, including those funded through ESG;
- organizations with a desire to start a rapid rehousing program, including those that have applied for CoC funding;
- anyone working with homeless persons; and

- anyone interested in learning about this best practice model.

This training is required for all SSVF case managers.

The training will include the following topics and core components of successful rapid rehousing programs:

- Overview: Why rapid rehousing and core components
- Housing Barrier Assessment
- Landlord Relationships and Housing Search
- Home-based Voluntary Service Model and Leveraging Community Services
- Program Orientation and Outcomes

To register, please email the following information to [Kassandra@homelessofhc.org](mailto:Kassandra@homelessofhc.org).

- Name
- Title (if applicable)
- Organization

Additional questions about this training may also be directed to Kassandra.

### THHI IS FUNDED BY:

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

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## **Bridgett McCormick**

---

**From:** Lesa <Lesa@homelessofhc.org> on behalf of Maria Barcus <maria@homelessofhc.org>  
**Sent:** Monday, January 13, 2014 1:54 PM  
**To:** Lesa@homelessofhc.org  
**Subject:** Rapid Rehousing - Speical Opporutnity for Executive and Program Level Staff

As a busy leader, we understand that it is nearly impossible for you to be able to attend the full 2 day rapid rehousing training being held here in Tampa at the end of this week. However, all of us at THHI feel it is important that you have an opportunity to hear directly for a national expert about the best practice rapid rehousing model as part of helping homeless people get off the street and into permanent housing.

Therefore we have arranged a special opportunity for executive and program director staff at provider and funding agencies to meet with and hear from Kay Moshier McDivitt from the National Alliance to End Homelessness. She will present an overview of rapid rehousing, data regarding this model, why HUD and other federal funders have embraced rapid rehousing; and discuss how rapid rehousing can transform a community's response to homelessness and how it can do the same in our community.

This special opportunity to learn and ask questions about rapid rehousing will be held on Friday, January 17 from 8 a.m. to 9:30 a.m. at ACTS, 4612 North 56th Street, Tampa, 33610.

We will not have another opportunity to bring Kay's nearly 20 years of knowledge and experience (at the local level and national level on best practice models for ending homelessness) back to our area anytime soon, and encourage you to take advantage of this special opportunity designed just for you.

Please let us know if you will be able to attend via email to Lesa Weikel at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org). You may also contact Lesa with any questions you may have.

It is my hope that each of you will be able to join Kay for this special presentation.

Respectfully,



Maria P. Barcus  
CEO  
Tampa Hillsborough Homeless Initiative

## Bridgett McCormick

---

**From:** edi@homelessofhc.org on behalf of Maria Barcus, CEO, Tampa Hillsborough Homeless Initiative <edi@homelessofhc.org>  
**Sent:** Monday, January 13, 2014 3:59 PM  
**To:** Bridgett McCormick  
**Subject:** Addendum 2 to 2013 CoC RFP

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## TAMPA HILLSBOROUGH HOMELESS INITIATIVE

### Addendum 2 to the Tampa / Hillsborough County Continuum Of Care 2013 Continuum Of Care Program Competition RFP Released 12/12/2013.

As required in the Tampa / Hillsborough County Continuum of Care 2013 Continuum of Care Program Competition Request for Proposals, released 12/12/13, the Tampa Hillsborough Homeless Initiative (THHI), as the Collaborative Applicant, is hereby posting Addendum 2 to the 2013 Continuum of Care Program Competition RFP Released 12/12/2013.

That attached addendum reads:

#### **PAGE 1, REVISED CRITICAL DATES AND DEADLINES**

The deadlines for the Completion Review of Threshold and Completion Criteria and Last Day to Submit Corrections to the Threshold/Completion Review are both revised. The revised date for Completion Review of Threshold and Completion Criteria is January 17, 2014. The Last Day to Submit Corrections to the Threshold/Completion Review will be included in the correspondence provided to the project applicant and may vary based on the nature of the information to be corrected.

The date, time and location of the Review Committee Meeting scheduled for Wednesday, January 15, 2014 has been determined. **The meeting will be held Wednesday, January 15, 2014, from 2:00 pm - 3:30 pm at The Children's Board of Hillsborough County,**

1002 East Palm Avenue, Tampa, FL 33605.

**This meeting is no longer mandatory for renewal project applicants. The meeting is mandatory for applicants that submitted new projects.**

The date of the THHI Board Meeting is revised from the week of January 20<sup>th</sup> to January 21, 2014.

**PAGE 8, CRITERIA AND PROPOSAL EVALUATION PROCESS**

The third paragraph is replaced with the paragraph below:

All project applicants received by the established deadline will be reviewed and scored by the Review Committee. Committee members will have approximately one-week to review application proposals. The Review Committee will meet on January, 15, 2014. Applicants that submitted a new project will provide a presentation to the Review Committee of their proposed project. Applicants submitting renewal applications are not required to attend this meeting. The Review Committee will submit their review of new and renewal applications at the conclusion of this meeting. The Collaborative Applicant will be responsible for recording the scores of each reviewer and completing the final calculation. The final calculation will be submitted to the Board to complete the final ranking.

For additional information or clarifications, please contact [Edi@homelessofhc.org](mailto:Edi@homelessofhc.org).

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

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## Bridgett McCormick

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**From:** lesa@homelessofhc.org on behalf of Lesa Weikel, Community Relations Manager  
<lesa@homelessofhc.org>  
**Sent:** Tuesday, January 14, 2014 10:45 AM  
**To:** Bridgett McCormick  
**Subject:** SSVF - Notice of Funding Available

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# T TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## VA ANNOUNCES NOFA for SSVF

The VA announced the availability of funds today through a Notice of Funding Availability (NOFA) via the Federal Register, per the press release below.

The Tampa Hillsborough Homeless Initiative ***will not*** be submitting for renewal grant for the SSVF program this cycle. We encourage interested and eligible organizations with the experience and capacity to operate an SSVF program, to apply as a new applicant.

For your convenience, here is the link to the [Federal Register website for the SSVF NOFA](#), as it is not included in the VA's press release below.

January 14, 2014

### **VA Offers \$600 Million in Funding to Support Services for Homeless Veteran Families** *Grant Program One of Many VA Initiatives to End Veterans' Homelessness*

WASHINGTON - The Department of Veterans Affairs (VA) has announced the availability of up to approximately \$600 million in grants for non-profit organizations and

consumer cooperatives that serve very low-income Veteran families occupying permanent housing through the Supportive Services for Veteran Families (SSVF) program.

"Those who have served our Nation should never find themselves on the streets, living without hope," said Secretary of Veterans Affairs Eric K. Shinseki. "These grants play a critical role in addressing Veteran homelessness by assisting our vital partners at the local level in their efforts. We are making good progress towards our goal to end Veterans' homelessness, but we still have work to do."

The SSVF program is designed to assist very low-income Veteran families who are homeless or at imminent risk of becoming homeless. The program employs a housing first model, an approach which centers on providing homeless Veterans with permanent housing quickly and then providing VA health care, benefits and services as needed.

Required services include outreach, case management, assistance in obtaining VA benefits, and providing or coordinating efforts to obtain needed entitlements and other community services. Grantees secure a broad range of other services for participants, including legal assistance; credit counseling; housing counseling; assisting participants in understanding leases, securing utilities, and coordinating moving arrangements; providing representative payee services concerning rent and utilities when needed; and serving as an advocate for the Veteran when mediating with property owners on issues related to locating or retaining housing. Grantees also offer temporary financial assistance that provides short-term assistance with rent, moving expenses, security and utility deposits, child care, transportation, utility costs, and emergency expenses.

VA announced the availability of funds today through a Notice of Funding Availability (NOFA) via the Federal Register. VA is offering \$300 million in FY 2014 funds and \$300 million in FY 2015 funds, subject to available appropriations. VA will make award decisions based on a national competition.

In FY 2013, VA awarded approximately \$300 million in SSVF grants for operations beginning in FY 2014. VA is focusing up to \$300 million in surge funding on 76 high priority continuums of care in an unprecedented effort to end Veterans' homelessness in these communities. In FY 2013, funding from the SSVF program served over 39,000 Veterans and over 62,000 participants (i.e., Veterans and their family members).

In November, VA and the Department of Housing and Urban Development (HUD) announced the results of the 2013 Point-in-Time Estimates of Homelessness, which was prepared by HUD. The report estimated there were 57,849 homeless Veterans on a single night in January in the United States, an eight percent decline since 2012 and a 24 percent decline since 2010.

The SSVF program is authorized by 38 U.S.C. 2044. VA implements the program by regulations in 38 CFR part 62. More information about the program can be found at [www.va.gov/homeless/ssvf.asp](http://www.va.gov/homeless/ssvf.asp).

###

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

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December Meeting Notes

**THHI Board of Directors Meeting**

**Meeting December 10, 2013 @ 4:00 p.m. at 300 West Platt St., Second Floor**

**Members Present:** David Reed, President, Joe Clark, Vice-President, Emery Ivery, Treasurer, Sandy Murman, Thom Snelling, John McKibbin, Grace Posada, Mary Lynn Ulrey, Guy King.

**Members Absent:** Mike Merrill, Tod Leiweke, Jim Shimberg, Mindy Murphy, Jerome Ryans

**Staff:** Maria Barcus, CEO; Cathy James, Finance Manager, Edi Erb, Continuum of Care Coordinator

**Agenda Item**

**Discussion & Actions Taken**

**Minutes of November 11, 2013**

On motion, duly seconded and unanimously passed, the minutes of the November 11, 2013 meeting were approved as presented.

**HUD Funding Cycle**

On motion, duly seconded and unanimously passed, the reallocation strategy was approved. During discussion, concerns regarding transitions were addressed. The Communications Committee was asked to formulate a strategy for explaining the decisions in advance of adverse reactions.

The review process in the Request for Proposals was revised to provide that the selection committee members would score the applications individually and then come together for a final public meeting to resolve any issues that may have arisen during the process. The funding available will be allocated using a guideline, not a requirement, that 75 slots for chronically homeless be created and the rest of the funding allocated to rapid rehousing for families. The committee may deviate from this based on applications received.

On motion, duly seconded and unanimously passed, the Request for Proposals, as amended, and the Program Models of Care were approved as proposed and a Selection Committee consisting of the following 5 members was appointed:

1. Joe Clark, Vice-President of the Board
2. Thom Snellings designee from City of Tampa staff
3. Paula Harvey or her designee from Hillsborough County staff
4. Emery Ivery's designee from the United Way
5. DCF designee (if necessary, alternates Sheff Crowder, with Conn Foundation or someone from Central Florida Behavioral Health)

During discussion, the Board requested staff to address inspecting the housing used for the various programs and auditing the information submitted to the HMIS system. Staff will report back on these issues. There was also concern raised that the Ability to Proceed criteria did not include items relative to new proposed facilities as opposed to scattered site rentals.

**Agenda Item**

**Discussion & Actions Taken**

**Finance Committee  
Recommendations**

On motion, duly seconded and unanimously passed, the budget for Oct. 1, 2013 to September 30, 2014 was approved, with the understanding that an amendment would be needed once the Benefits Committee makes its recommendations.

On motion, duly seconded and unanimously passed the line of credit from PNC for \$150,000, one-year term, non-recourse, with interest at prime plus .75% was approved.

**Supplemental Budget**

Maria Barcus reviewed the Supplemental Requests, explaining that she would draft the Implementation Strategy and avoid the need for a consultant, and that existing personnel from the County's Neighborhood Service Centers and participating providers would do intake to start, thereby hoping to avoid the need for dedicated personnel to do this. Mike Merrill agreed to propose increasing the organization's contract with the County by \$75,000 to cover the remaining items. Therefore, no action is needed.

**Adjourned**

The meeting was adjourned at approximately 5:30 p.m.

Minutes prepared by: Maria P. Barcus, CEO

Approved by vote of the board at the board meeting on \_\_\_\_\_, 2013.

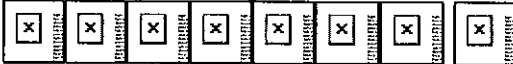
## Bridgett McCormick

**From:** lesa@homelessofhc.org on behalf of Lesa Weikel, Community Relations Manager  
<lesa@homelessofhc.org>  
**Sent:** Wednesday, January 22, 2014 9:43 AM  
**To:** Bridgett McCormick  
**Subject:** SSVF - Process to Request CoC Letter of Support

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# T TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## PROCESS TO REQUEST CoC SUPPORT LETTERS FOR SSVF FY 2015 APPLICATIONS

The SSVF FY 2015 NOFA (79 FR 2535, January 14, 2014) states "all SSVF applicants should provide letters of support from the CoC where they plan to deliver services that reflect the applicant's engagement in the CoC's efforts to coordinate services." The NOFA further states that Priority 1 applications are required to have a letter of support, with the CoC limited to supporting only two Priority 1 applications; and Priority 3 applicants are strongly encouraged to obtain a CoC support letter.

Since there is a potential for several organizations to apply for SSVF to serve very low income veteran households in Hillsborough County, as the CoC lead agency, we feel it is necessary to utilize a process to help us fairly and transparently determine which applications, especially Priority 1 applications, we will be able to provide letters of support. Based on the information from the SSVF NOFA as well as the needs of our CoC as a whole, THHI will evaluate each request for support based on the requesting organization's,

- Experience and capacity to effectively administer the SSVF grant in accordance with the SSVF program rules and regulations
- CoC engagement experience,

- Commitment to the Tampa/Hillsborough County CoC community plan,
- Agreement to participate in the Tampa/Hillsborough County CoC Coordinated Intake and Assessment process
- Agreement that SSVF data from our CoC catchment area will be entered into our CoC's HMIS, and

Therefore, we have established a SSVF Pre-Application process as recommended by the VA for organizations to provide us with the information needed to adequately review and respond to requests for a Tampa/Hillsborough County CoC letter of support for a SSVF FY 2015 application. This pre-application will include the following:

1. Cover letter with your request including the type (Priority 1 or 3) of SSVF application.
2. Completed SSVF Continuum of Care Pre-Application form. *Note:* If you are not applying for Priority 1 funding, you may mark the questions, "Total Available VA SSVF Priority 1 funding for CoC" and "Percent Project Request of Total Available VA Priority 1 Funding" as N/A.
3. A description of how you will ensure SSVF data will be entered into the Tampa/Hillsborough County CoC HMIS system. (1/2 page maximum)

The completed Pre-Application items listed above must be received by THHI no later than **4 p.m. on Friday, February 7, 2014**. Upon receipt of the Pre-Application items, the person listed as the contact name on the Pre-Application will be notified via email of the date and time the Pre-Application was received by THHI. All Pre-Applications should be address to the attention of Lesa Weikel. The Pre-Application items can be submitted as a hard copy at our office, 1414 N. Marion Street, Tampa, FL 33602 (Monday-Friday, between 9 a.m. and 4 p.m.), via email to [Lesa@homelessohfc.org](mailto:Lesa@homelessohfc.org) or fax, 813-223-6178.

Upon review of all requests submitted, THHI will make a decision and response to all requests no later than 4 p.m. on Friday, February 14, 2014, and those whose requests were approved will receive their letter of support at that time.

If you have questions regarding the process, please contact Lesa Weikel at [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org).

**FUNDED BY:**

U.S. Department of Housing and Urban Development (HUD)

U.S. Department of Veteran Affairs (VA)

Florida Department of Children and Families - Office on Homelessness

Hillsborough County Board of County Commissioners

City of Tampa

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## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Wednesday, March 12, 2014 4:46 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thaf1.com; Jim Shimberg; Joe Clark; John McKibbon; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; irenew@thaf1.com; Kassandra Pierre; Marita@mckibbon.com; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Board meeting follow-up  
**Attachments:** Strategic Priorities - Employment Development of Models (3).docx; Copy of Agency List 03 12 14 (3).xlsx

Dear Board members:

Attached are the following items requested during yesterday's Board meeting:

- List of programs showing which ones are HUD-funded, County-funded, participating in HMIS and Participating in Coordinated Intake & Assessment
- Strategic Priorities - Notes of the retreat held November 11, 2013, as drafted by consultant Patrick Wigmore

Please let me know if you have questions or comments on these materials.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

## **Strategic Priority: Employment**

**Goal:** Establish an approach to end homelessness through the removal of barriers to employment and/or income and implementation of wraparound services.

**Overview:** Employment services are often geared to a mainstream group of individuals who have not experienced homelessness, creating barriers to attaining and retaining employment for individuals who are homeless. Additionally, there are some people who experience homelessness that may never work, may need supported employment or transitional jobs and/or might need to complete basic education or job training programs before they can get a job.

### **Key Objectives:**

- Develop individualized responses to assist individuals in securing employment or in securing stable housing if they may never work.
- Increase system integration of workforce agencies, homeless service providers, mainstream resources, and employers.

### **Short Term Action Items**

1. Increase the number of SOAR-trained case managers.
2. Develop a forum (or use the one developed by UW) to increase communications and understanding between the service providers and workforce agencies working on employment and those in disability services about the special needs of a person experiencing homelessness who is trying to gain income.
3. Determine how progress will be measured, how services will be evaluated, and define the ultimate goals of the priority.
4. Expand the use of internships, externships, on-the-job training, job clubs and job coaches to increase employment opportunities for people experiencing homelessness. The Vincent House clubhouse model in Pinellas County should be explored.
5. Collaborate with Hillsborough County Public Schools career centers, Hillsborough Community College, Hillsborough Education Foundation, local HR professionals and area vocational schools to develop and use training programs that will result in job placement.

### **Long Term/Ongoing Action Items**

1. Implement a "SOAR to the Streets" outreach effort that can help people get on benefits and case management while searching for housing.
2. Lobby the state to have a portion of any hiring tax credits/incentives set aside in a "lawsuit protection fund" as an additional incentive to employers.
3. Identify and fund childcare slots for parents who are searching for work or applying for benefits. These slots target people who do not yet qualify for work-related slots, include creative opportunities for childcare in non-traditional hours to allow parents to accept employment during second and third shifts.

4. Establish a no wrong door program orientation that not only allows access to services from almost any point but to do so regardless of how well people are for competitive employment.
5. Create and implement a plan for transition services that are available to people entering the workforce to ensure that there is an appropriate tapering off of benefits rather than an abrupt end.



## **Strategic Priority: Development of Models**

**Goal:** Strategically view all of the housing and services available in Hillsborough County through analysis of program models in order to determine the best method of ending homelessness for all subpopulations of individuals and families within the community.

**Overview:** Program models have helped communities implement some of the necessary requirements envisioned under the HEARTH Act, such as increased performance and centralized/coordinated intake.

### **Key Objectives:**

- Identify needed program types within Hillsborough County.
- Establish a system for measuring the progress of ending homelessness for each subpopulation.

### **Short Term Action Items**

1. Identify agencies that are leaders in the field for each subpopulation served.
2. Define each model type as well as their essential program elements, time frames, population, and desired/expected outcomes through development of a Program Model Chart using the Chicago Alliance to End Homelessness' chart as a model.
3. Identify the best housing situation for each subpopulation existing within the community.
4. Conduct an analysis of the current supply of housing and service resources and determine how this aligns with the demand in the community.

### **Long Term/Ongoing Action Items**

5. Develop plans to house chronic, families, non-chronic singles, veterans, and youth.
6. Determine what role supportive services play for each housing type and subpopulation.
7. Identify and determine how to link each subpopulation with mainstream resources.
8. Establish who the best providers are in the community for each housing type listed in the Program Model Chart.
9. Enlist providers to oversee the progress of housing each subpopulation.

## **Strategic Priority: Community Engagement**

**Goal:** Homelessness is destigmatized and those that assist the homeless do so in a coordinated and fashion that is focused on housing individuals first, and assisting them with the services they might need.

**Overview:** Homelessness can only be ended in Tampa if the homeless response system acts as a system, and collectively channels the resources of governments, private donors, and faith based groups as one.

### **Key Objectives:**

- Create a unified vision that included the public sector, private sector and service providers

- Help the community better understand the 'face' of homelessness

#### **Short Term Action Items**

1. Refocus the monthly service provider meeting for front-line staff
2. Develop a new mechanism for communicating with agency CEOs

#### **Long Term/Ongoing Action Items**

3. Develop a communications plan for both internal and external communication
4. Use data to evaluate the effectiveness of existing supportive services models
5. Support development of a coordinated assessment model that determines appropriate services and referrals
6. Train housing providers in methods of providing services in Housing First model
7. Explore service model for homeless prevention programs

#### **Strategic Priority: Support Services**

**Goal:** All individuals, regardless of how they enter the system, are given the same level of services to assist their permanent exit from homelessness. However, these services are to remain voluntary and not be contingent on remaining stability housed.

**Overview:** Evidence based practices have shown that communities that employ a housing first model have higher outcomes than those that do not; Tampa will work with service providers to employ the appropriate amount of services needed to help an individual remain stability housed.

#### **Key Objectives:**

- Use data to evaluate the effectiveness of existing supportive services models
- Fund organizations, and provide wraparound training, to agencies on Housing First
- Support development of a coordinated assessment model that determines appropriate services and referrals

#### **Short Term Action Items**

1. Develop RFP for 2014 HUD funding that requires providers are using a housing first model
2. Support development of a coordinated assessment model that determines appropriate services and referrals
3. Train housing providers in methods of providing services in Housing First model
4. Explore service model for homeless prevention programs

### **Long Term/Ongoing Action Items**

5.

### **Strategic Priority: Coordinated Assessment**

**Goal:**

**Overview:**

**Key Objectives:**

- 

### **Short Term Action Items**

1.

### **Long Term/Ongoing Action Items**

2.

### **Strategic Priority: Data and Accountability**

**Goal:** Identify all the barriers that prevent the current HMIS system from having high data quality, full participation, and satisfaction by users and funders

**Overview:**

**Key Objectives:**

- Identify needed program types within Hillsborough County.
- Establish a system for measuring the progress of ending homelessness for each subpopulation.

### **Short Term Action Items**

1. Develop a list of providers that are not participating on HMIS, along with strategy to persuade them that participation is in their best interest.
2. Focus systems goals on: decrease Point-in-Time counts, Increase emergency shelter diversion rates, reducing the length of time people are homeless, Increasing income of assisted households Increase permanent housing exits Reduce recidivism
3. Hold all agencies, regardless of their funding sources, to the goal of increasing coordination, outcomes, and systems integration in the community.
4. Design and implement a performance evaluation tool that not only measures the required outcomes, but that incentivizes the best practices that make those outcomes possible

5. Streamline outcomes across systems to reduce data collection burdens on providers, and to focus the community on how to measure success

#### **Long Term/Ongoing Action Items**

- 6.

#### **Strategic Priority: Increase Housing Options**

**Goal:**

**Overview:**

**Key Objectives:**

- 

#### **Short Term Action Items**

1. Convene a developers group to strategies about ways to advance unit creation
2. Set a goal for creation of new housing units over the next 18 months
3. Develop a new model of “bridge housing”
4. Review eligibility standards of existing TH that have historically low capacity rates

#### **Long Term/Ongoing Action Items**

5. Tax Credit Projects – Explore expanding the 4% and 9% program with additional homeless set asides
6. Develop incentives for landlords to take high risk tenants, including risk pools, above market rent agreements, consolidated housing locators,

Program Type	Agency	Program	Target Population	Total Beds	HUD Funded	County Funded	Participates In HMIS	Participates In CI&A
ES	Agency for Community Treatment Services	Amethyst (ARC)	Single Males/Females - Court Ordered	30			X	
ES	Alpha House	Maternity Residence - Emergency Shelter	Single Females - Pregnant	10	X		X	X
ES	Homeless Helping Homeless	Family Shelter	Households w/ Children	12				
ES	Homeless Helping Homeless	Oak Shelter	Single Males	20				
ES	Homeless Helping Homeless	Single Men's Shelter	Single Males	13				
ES	Homeless Helping Homeless	Women's Shelter	Single Females - Domestic Violence	12				
ES	Mary and Martha House	Emergency Shelter	Single Females - Households w/ Children	9			X	
ES	New Beginnings of Tampa, Inc.	Mission Emergency Shelter	Single Males/Females	34			X	
ES	River of Grace	River of Grace	Single Males	16				
ES	The Salvation Army	Red Shield Lodge - Emergency Shelter	Single Males/Females	57	X		X	X
ES	The Spring of Tampa Bay, Inc.	Emergency Shelter	Single Females - Households w/ Children - Domestic Violence	102	X			
ES	Veteran's Affairs	VADOM Dormitory	Single Males/Females - Vet	30				
		<b>Percentage of Total Beds In Community</b>	<b>Total Beds</b>	<b>345</b>	<b>49%</b>	<b>0%</b>	<b>41%</b>	<b>19%</b>
RRH	HCHC	SSVF	Single Males/Females, Households w/ Children - Vet	99			X	X
RRH	HCHC	Up and Out	Single Males/Females, Households w/ Children	61			X	X
		<b>Percentage of Total Beds In Community</b>	<b>Total Beds</b>	<b>160</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>
IH	Agency for Community Treatment Services	Interim Housing	Single Males/Females	15		X	X	X
IH	Metropolitan Ministries	Interim Housing	Households w/ Children	18		X	X	X
IH	The Salvation Army	Interim Housing	Single Males/Females	75		X	X	X
		<b>Percentage of Total Beds In Community</b>	<b>Total Beds</b>	<b>108</b>				
TH	Agency for Community Treatment Services	Drew Park	Single Males/Females - Vets	36	X		X	X
TH	Alpha House	Transitional Housing Program	Single Females - Households w/ Children	40	X		X	X
TH	Catholic Charities	Mercy House	Single Females, Households w/ Children - HIV	16			X	X
TH	DACCO	Columbus Transitional Housing (Homeless) (HHA)	Single Females	21			X	
TH	Hillsborough House of Hope	Hillsborough House of Hope	Single Females	3				
TH	Mary and Martha House	Transitional Housing	Single Females, Households w/ Children	15			X	
TH	Metropolitan Ministries	Miracle Place	Single Males/Females, Households w/ Children	160			X	
TH	New Beginnings of Tampa, Inc.	Men's Transitional Housing Program	Single Males	108			X	
TH	New Beginnings of Tampa, Inc.	VA Transitional Housing Program (HHA)	Single Males	21			X	
TH	New Beginnings of Tampa, Inc.	Women's Transitional Housing Program	Single Females	14			X	
TH	Recovery Services of Tampa Bay	Recovery Services	Single Males/Females	48				
TH	Sharpe's Haven	Sharpe's Haven	Single Females	5				
TH	Tampa Crossroads	Athena House	Single Females - Vet	16			X	
TH	The Salvation Army	Hope House	Single Males	43	X		X	X
TH	The Salvation Army	Hospitality House	Single Females, Households w/ Children	50	X		X	X
TH	Volunteers of America	Veteran's Program	Single Males - Vet	12			X	
TH	Volunteers of America	Women's Program	Single Females, Households w/ Children	32	X		X	X
		<b>Percentage of Total Beds In Community</b>	<b>Total Beds</b>	<b>640</b>	<b>31%</b>	<b>0%</b>	<b>91%</b>	<b>31%</b>
PSH	Agency for Community Treatment Services	131st - Households w/o children	Single Males - Vet	10	X		X	X
PSH	Agency for Community Treatment Services	133rd Street	Single Males - Vet	6				
PSH	Agency for Community Treatment Services	HOPWA	Households w/ Children - HIV	14			X	
PSH	Agency for Community Treatment Services	Interbay	Single Males/Females, Households w/ Children	12	X		X	X
PSH	Agency for Community Treatment Services	Martindale	Single Males/Females, Households w/ Children	16	X		X	X
PSH	Agency for Community Treatment Services	MIK @ 24th	Single Males/Females	6			X	
PSH	Agency for Community Treatment Services	Sandra Prince Samaritan Home (17th Street) (HHA)	Single Males/Females	14	X		X	X
PSH	Catholic Charities	HOPWA	Households w/ Children - HIV	120			X	
PSH	Catholic Charities	Mercy Apartments	Households w/ Children - HIV	13			X	
PSH	DACCO	43rd Street Apartments (HHA)	Households w/ Children	24			X	
PSH	GracePoint (MHC)	Brewer's Bridgeway	Single Males/Females	4			X	
PSH	GracePoint (MHC)	Cypress Landings	Single Males/Females	23		X	X	
PSH	GracePoint (MHC)	Grace Manor	Single Males/Females	4			X	
PSH	GracePoint (MHC)	Hunter Oaks	Single Males/Females	4			X	
PSH	GracePoint (MHC)	Jontilly Place	Single Males/Females	4			X	
PSH	GracePoint (MHC)	Matthews Corner	Single Males/Females	4			X	
PSH	GracePoint (MHC)	Samaritan	Single Males/Females	20	X		X	X
PSH	HCHC	HOME 2	Single Males/Females, Households w/ Children	37	X		X	X
PSH	HCHC	HOME 3	Single Males/Females, Households w/ Children	55	X		X	X
PSH	HCHC	SPHA	Single Males/Females, Households w/ Children - HIV	6	X		X	X
PSH	Hillsborough House of Hope	Pat Cooks House	Single Females	3				
PSH	La Prarie	La Prarie	Single Males/Females	5				
PSH	Liberty Manor for Veterans, Inc.	Key Lime	Single Males - Vet	4				
PSH	Liberty Manor for Veterans, Inc.	Liberty Manor I	Single Males - Vet	17				
PSH	Liberty Manor for Veterans, Inc.	Liberty Manor II	Single Males - Vet	8				
PSH	Plant City Housing Authority	S+C	Single Males/Females, Households w/ Children	69	X		X	X
PSH	Project Return	Friendship Palms	Single Males/Females	20	X		X	X
PSH	Tampa Crossroads	ECO Oaks (HHA)	Single Females, Households w/ Children	28			X	
PSH	Tampa Housing Authority	S+C	Single Males/Females, Households w/ Children	69	X		X	X
PSH	Tampa Housing Authority	VASH Vouchers	Single Males/Females, Households w/ Children - Vet	642			286	
PSH	Willie Taylor	Willie Taylor Safe Haven	Single Females	12			X	
		<b>Percentage of Total Beds In Community</b>	<b>Total Beds</b>	<b>1273</b>	<b>26%</b>	<b>2%</b>	<b>69%</b>	<b>26%</b>

Total Beds In Community 2526

Total HUD Funded Beds In Community	698	Percentage of HUD Funded Beds In Community	28%
Total County Funded Beds In Community	111	Percentage of County Funded Beds In Community	5%
Total Beds Participating In HMIS In Community	1866	Percentage of Beds Participating In HMIS	74%

County = General Assistance  
HUD = CoC and ESG

## **Bridgett McCormick**

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**From:** Maria Barcus <maria@homelessofhc.org>  
**Sent:** Wednesday, April 02, 2014 5:40 PM  
**To:** Bob Buckhorn; David H. Reed ; eivery@uwtb.org; grace.posada@sdhc.k12.fl.us; Guy King; jeromer@thafi.com; Jim Shimberg; Joe Clark; marylynnu@dacco.org; Mike Merrill; mmurphy@thespring.org; Sandy Murman; Thomas Snelling; Tod Leiweke  
**Cc:** Bridgett McCormick; efeliz@uwtb.org; HugginsJ@hillsboroughcounty.org; irenew@thafi.com; Kassandra Pierre; RoseMary Soto; SekouriM@hillsboroughcounty.org; slewis@tampabaytimesforum.com; sodria@tampabaytimesforum.com  
**Subject:** Board Workshop Friday  
**Attachments:** Goals and Action Plan Revised 4 02 14.xlsx

Our HUD-provided consultants will be in town tomorrow. Together we will prepare an Agenda for the Workshop.

In the meantime, it would be desirable for you to become familiar with the attached chart. The Strategy Committee has been involved in formulating this chart and I hope I have incorporated the suggestions various Committee members made in the past couple of days. You will see that the goals are based on an 8-year horizon, but the Action Plan focuses on the year + through September, 2015.

The bottom portion of the chart will be worked on with the consultants tomorrow. It deals with developing the overall Continuum of Care to the scale needed to address all of the people who experience homelessness in the course of a year.

I look forward to seeing most of you Friday.

Maria Pellerin Barcus, CEO  
Tampa Hillsborough Homeless Initiative  
Direct line: 813-280-8740

1. 姓名  
 2. 性别  
 3. 年龄  
 4. 籍贯  
 5. 民族  
 6. 文化程度  
 7. 职业  
 8. 婚姻状况  
 9. 健康状况  
 10. 宗教信仰  
 11. 其他

姓名	
性别	
年龄	
籍贯	
民族	
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职业	
婚姻状况	
健康状况	
宗教信仰	
其他	

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## **Bridgett McCormick**

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**From:** Kassandra Pierre <kassandra@homelessofhc.org>  
**Sent:** Friday, January 17, 2014 4:52 PM  
**To:** david reed; gking@mewilson.com; Joseph Clark; jwclarktampa@gmail.com; johnm@mckibbon.com; Sandy Murman; eivery@uwtb.org; jeromer@thaf1.com; Tod Leiweke; Jim Shimberg; Bob Buckhorn; Thomas Snelling; Michael Merrill; Grace Posada; MMurphy@thespring.org; marylynnu@dacco.org  
**Cc:** maria@homelessofhc.org; Marita Mowry; Della Cury; Jeffrey Huggins; efeliz@uwtb.org; irene.womack@thaf1.com; Sharon Love Lewis; Sabrina Odria; Bridgett McCormick; RoseMary Soto; Michelle Sekouri; lindap@dacco.org  
**Subject:** Tampa Hillsborough Homeless Initiative- Board of Directors Meeting Deliverables  
**Attachments:** Communications Plan Summary - 011714.xlsx; Community Strategy - Draft One, Board of Directors.docx; Dec 10 Meeting Notes.docx; Finance Committee Report to the Board for meeting 01 21 2014.pdf; THHI Board of Directors Meeting 012114.docx; THHI Communications Committee Material for Board Meeting - January.docx; THHI-BrandingSamples.pdf; THHISyleGuideSemi-Final.pdf; Jan 21 2014 Board Meeting Agenda.docx

Good Afternoon,

Please find attached deliverables for the January 2014 Tampa Hillsborough Homeless Initiative Board of Directors meeting, scheduled for this upcoming Tuesday January 21, 2014.

The Board of Directors will convene from 3:00-5:00PM at the Children's Board of Hillsborough County, located at 1002 East Palm Avenue, Tampa FL 33602.

Thank you,

Kassandra Pierre, Office Manager/Executive Assistant to CEO  
Tampa Hillsborough Homeless Initiative  
Direct Line: 813-280-8741







THHI Communications Plan Summary

1/17/14

Community Engagement Action Plan Development/Implementation Begins		Due Date	September	August	July	June	MAY	APRIL	3/31/2014	3/24/2014	3/17/2014	3/10/2014	3/3/2014	2/24/2014	2/17/2014	2/10/2014	2/3/2014	1/27/2014	1/20/2014	1/13/2014	
	THHI selected as 'client' for USF School of Mass Communications PR Community Engagement Initiative - begin working with 4 graduate student team on 1/15/14 to assist with research and action plan to define 'buy-in' and identify key stakeholder groups/people with messaging	4/30/2014																			
	Pending project with UT MBA Marketing Class on youth awareness plan	TBD																			
	Presentations to various stakeholder groups to begin process of creating 'buy-in' needed to implement other areas of the strategy	ongoing																			
	Messaging as implementation begins; reporting progress	ongoing																			
	Strategy - Final and Adoption by government entities - April/May	5/31/2014																			
CoC NOFA	Reallocation - Develop message points about the recommended CoC reallocation strategy	completed																			
Coordinated Intake and Assessment	Process begins	2/1/2014																			
	Message development on what it is, why its more effective, how it works, for whom, what agencies are involved, and manage understanding that it is a new process without new resources and unfortunately will everyone will be able to get immediate help/interim housing																				
	Material development which may include posters, 'palm cards', flyers																				
	Posted on website																				
	Communicated to key providers/resource info sources																				
	Media - press conference announcement																				

completed



THHI Communications Plan Summary

1/17/14

	Literally Homeless	where to go to start the process to get off the street; may not be immediate but need to get connected and started
	At risk of becoming literally homeless	where to go to get help, still not enough for everyone, prioritizing
<b>Audiences and considerations in message development</b>	<b>Outside the homeless system of care</b>	
	<i>Community Funders</i>	agreement to fund based on alignment with 'plan' and on performance outcomes
	<i>Faith Community - non service providers</i>	their role in ending homelessness and what they can do/we want them to do
	<i>Business community</i>	their role in ending homelessness and what they can do/we want them to do
	<i>General Community</i>	their role in ending homelessness and what they can do/we want them to do
<b>Key Identified Challenges</b>	Non-CoC funded agencies don't see a reason/need to agree to a community plan	high influence in the community; viewed as 'taking care of the issue' and they are open about the fact that they don't agree with the turn from transitional housing and plan to continue with their mix of services; in past have worked behind the scenes in business community against efforts
	New efforts / processes does not come with new resources at this time	Managing the expectation that 'anyone can get help if they want it' through efforts to show the gaps and how/what resources are needed to close these gaps so people can get help quicker; efforts focusing on most vulnerable first and why

**THHI Board of Directors Meeting**  
**Tuesday January 21, 2014**  
**Children's Board**  
**3:00-5:00 PM**

**YES**

Thomas Snelling

John McKibbon

Guy King

Jim Shimberg

Emery Ivery

Jerome Ryans

Mike Merrill

Joseph Clark

Sandra Murman

David Reed

Mindy Murphy

Lesla Weikel

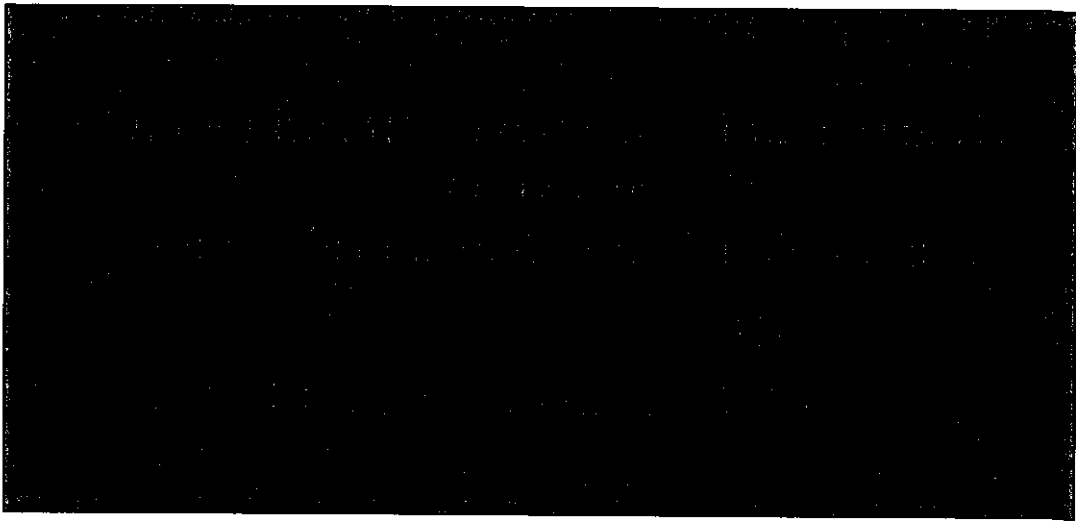
Marylynn Ulrey

Grace Posada

**Tentative**

**No**







# TABLE OF CONTENTS

I.	Executive Summary	Page X
II.	Vision and Development of Strategic Implementation Plan	Page X
III.	Homelessness in Tampa Hillsborough	Page X
IV.	The World Around Us	Page X
	A. Environmental Scan	
	B. Essentials to Make Homeless Interventions Sustainable	
V.	Sub-population Plans	Page X
	A. Chronic	
	B. Veterans	
	C. Families	
	D. Youth	
	E. Other single adults	
VI.	Strategic Priorities	Page X
	A. Strategic Priority 1: Community Engagement (Communications Committee)	
	B. Strategic Priority 2: Increase Housing Options	
	C. Strategic Priority 3: Increase Incomes	
	D. Strategic Priority 4: Supported Models of Intervention	
	E. Strategic Priority 5: Crisis Response System	
	F. Strategic Priority 6: Discharge from Institutions and Recidivism from Homeless Programs	
	G. Strategic Priority 7: Data and Accountability	
VII.	Acknowledgments	Page X
VIII.	Appendix A: Continuum of Care agencies and services	Page X
IX.	Appendix B: Glossary of Key Terms	Page X

## EXECUTIVE SUMMARY

- Address from Maria Barcus
- Includes brief preview of seven strategic priorities.

# VISION AND DEVELOPMENT OF STRATEGIC IMPLEMENTATION PLAN

Hillsborough County, the fourth most populous county in the state of Florida, is on the verge of major change. Leaders in the City of Tampa have a vision for a bustling community where arts are a focal point, where residents increasingly live, work and socialize at downtown businesses, museums and parks. County leaders, meanwhile, aim to overhaul public transportation. They are considering light rail transit in the years to come, expanded bus service and more trails for walking and leisurely biking. These ideals for a more prosperous and livable region, however, will only be fully realized if we also commit to helping those who are often invisible in the backdrop of progress, the most vulnerable among us: the homeless.

The recession that plagued the nation in recent years has hampered local efforts to decrease homelessness. Now the Tampa Hillsborough Homeless Initiative is working with community leaders in devising a strategy to end homelessness in Hillsborough County, a significant testament to the progressiveness of our region. [The Community Strategy to End Homelessness] will implement the best practices in housing and community ownership, and reflect teamwork among various nonprofit, private and public sectors. A work in progress, the strategy will come alive as THHI gathers input from the broader Hillsborough community. The following pages make up a living document that will yield to ongoing planning, evaluation and the development process in the years to come. The focus is on measurable results and accountability. In essence, the [Community Strategy to End Homelessness] will: 1) set measurable goals, 2) outline methods of collecting, analyzing and reporting data, 3) measure outcomes. Though ambitious, the mission to end homelessness is a worthy cause that is necessary to ensure that every person, every family living in Hillsborough County has a home.

## **Strategic Steps**

The Tampa Hillsborough Homeless Initiative is taking steps to streamline efforts and to highlight the needs of the homeless.

»» In January 2013, statewide housing advocate Maria Pellerin Barcus was hired as chief executive officer to lead the new organization.

»» In the summer of 2013 a steering committee convened and set its focus on a vision of collaboration among government, private sector and faith-based leaders, as well as nonprofit agencies.

»» This action came at the end of a two-year planning process, where leaders from local nonprofits, businesses and governments, national experts and the U.S. Department of Housing and Urban Development (HUD) came together to evaluate, advise, and help develop a plan to end homelessness in Hillsborough County. It started in March 2011 when homeless service providers in the Tampa/Hillsborough community participated in a new HUD “check-up”

initiative. Once completed, technical assistance firms analyzed the results and gauged the community's strengths and weaknesses. Since then firms have worked extensively in the area to identify challenges to progress in ending homelessness in Hillsborough County. Then, in September 2012, HUD convened Dedicating Opportunities to End Homelessness (DOEH) in Hillsborough County. The group's initial meetings included stakeholders from local service providers, mainstream housing providers, elected officials, religious leaders and the private sector. These meetings focused on reviewing local data and prioritizing critical issues for the homeless. Recommendations from both those processes have been integrated into the [Community Strategy to End Homelessness].

»» A Board of Directors was established for the Tampa Hillsborough Homeless Initiative with community leaders from the private and governmental sectors. They held their first meeting in November 2013. The group was charged with creating a community strategy and a governance structure for the new effort.

»» The organizational structure of the former Homeless Coalition of Hillsborough County began its transformation into a new entity, the Tampa Hillsborough Homeless Initiative, which will be supported by and accountable to the entire community.

Currently, THHI is seeking input from the community to finalize the [Community Strategy to End Homelessness], and assure its effectiveness. We want to bring awareness to area leaders, informing them of the roles they can play in squelching homelessness. Our hope is that leaders and employers in Hillsborough County look to this document as a guide to align their efforts and contribute to the needs of the homeless. To that end, implementing the strategy is an ongoing process involving the following steps:

1. Community Strategy to End Homelessness sent to various agencies for preview
2. Comment period
3. Government approval
4. Campaign to publicize and gain support for the implementation of the strategy

### **A New Direction**

These strategic steps are among the first efforts undertaken by the Tampa Hillsborough Homeless Initiative. This is a new agency, birthed in 2013 after two years of evaluation. During that time, one local myth came to light: Some in the community believed that providing for homeless men, women and children was the sole responsibility of the Homeless Coalition of Hillsborough County and nonprofit service providers. They didn't realize the part that all facets of a community must play in solving the problem. It also became apparent that the simple coalitions, collaborations and coordination efforts of the past were not sufficient. While there had been a sense of consensus, there was no collective commitment to a single course of action.

By definition, Tampa Hillsborough Homeless Initiative means it is the Tampa-Hillsborough community's responsibility, collectively, to establish and implement a single initiative to end

homelessness. In that spirit, THHI has adopted a “collective impact” approach to addressing the problem. According to strategy consultants John Kania & Mark Kramer, five conditions must be met for collective impact to be successful in addressing a community’s issues:

1. A common agenda
2. Shared measurement systems
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone support organization

Now, THHI is helping to build that common agenda within the Hillsborough community, an agenda that focuses on prevention, detailing plans to rapidly re-house those who fall into homelessness and providing the needed supports to sustain that housing.

# HOMELESSNESS IN TAMPA-HILLSBOROUGH

*How many people are homeless in Hillsborough County?*

A clear answer to that question remains elusive, as the homeless count in Hillsborough has fluctuated over the years for various reasons. These homeless counts are conducted in a single day and provide estimates that help understand the scope of homelessness in the community. These figures, however, always represent an undercount—it's impossible to locate every homeless person, especially those living on the streets.

In 2013 the number of individuals who were literally homeless was 2,275, a 47 percent decline from 2011. The decrease can be attributed to an improved economy and new program initiatives, but also to a likely undercount of the homeless in 2013. That year, the count was scheduled in conflict with the annual Gasparilla festival and many of the area's homeless either could not be located.

Despite unforeseen circumstances, it is critical to obtain a count that is as accurate as possible to establish a baseline from which progress can be measured. In 2012, a national HUD report indicated that Hillsborough had the most homeless people among smaller Continuums of Care (see Appendix B: Glossary of Key Terms). However, the report, based on data from the 2011 count, contained a group of homeless people that should not have been included. With that adjustment, Hillsborough would have ranked eighth in the category, just behind Pinellas County, Florida.

Based on results of the 2013 count, homelessness in Hillsborough is in line with comparable counties in Florida. Hillsborough County was not listed as having one of the highest counts among smaller Continuums of Care. The results of the February 2014 count are expected to give a clearer picture of the number of homeless people in the community and will provide the baseline for this strategy. A special effort will be made to include accurate counts of veterans and youth and, in the future, homeless counts will be conducted annually, rather than every other year, as has been the case in the past.

**Figure 1: Homeless Persons and Families in Hillsborough**

(Source: 2013 Homeless Count, Hillsborough County Homeless Coalition)

\*The chart below has been adjusted and does not include the group that was erroneously included in the 2012 national HUD report.

Description	Year Count Conducted		
	2013	2011	2009
Counted on the Streets	(1)944	3,068	2,170
Counted in Emergency Shelter	387	308	321
Counted in Transitional Housing	578	581	405
<b>Total Number Permitted by and Reported to HUD</b>	1,909	3,957	2,896
<b>Jail</b>			
Total Number of Persons in Jail Who Had Been Homeless at time of arrest - Based on jail records	366	567	(2)2093
<b>**Total of All <u>Reported</u> Homeless or Lacking a Permanent Home including those in jail who will be released into homelessness</b>			
<b>DCF &amp; Doubled-up</b>			
Reported through call center and by DCF as Homeless based on the state definition of homelessness at time of each count. (2009 does not include at-risk)	(3)12,843	(3)10419	2,713

**Homeless Demographics in 2013**

Of those who participated in the 2013 homeless count:

- The majority of households, 88.6 percent, did not include children.
- Of those who were chronically homeless, 84 percent were individuals. (See Appendix B for definition of “chronically homeless.”)
- Families that were chronically homeless made up nearly 16 percent of the homeless count, which means 80 people were living in chronically homeless families.

- Only 19 percent of those who answered the military question answered “yes” to having served. However, that figure is not a good measure of the veteran homeless population in Hillsborough because many refused to participate in the count survey.
- The majority of homeless continued to be men, at 64 percent, while women constituted 35 percent of the homeless population.
- The homeless count did not provide adequate data for youth ages 16 to 24, but that group will be a point of focus during 2014.

**Figure 2: Breakdown of Homeless Demographics in 2013 Count**

*(Source: 2013 Homeless Count, Hillsborough County Homeless Coalition)*

	2013		2011		% difference
	Percent	Number	Percent	Number	
<b>Total Number of Homeless Persons Counted during 2013 Homeless Count</b>		<b>2,275</b>		<b>4,524</b>	
<b>Households</b>					
Households with Children	11.18%	201	9.10%	359	-44.01%
Households without Children	88.60%	1,593	86.41%	3,407	-53.24%
Households with Children under 18 only	0.22%	4	4.49%	177	-97.74%
<b>Total</b>		<b>1,798</b>		<b>3,943</b>	-54.40%
People in Households with Children	25.63%	583	20.78%	940	-37.98%
People in Households without Children	74.20%	1,688	75.31%	3,407	-50.45%
Children in Households with Children only	0.18%	4	3.91%	177	-97.74%
<b>Total</b>		<b>2,275</b>		<b>4,524</b>	-49.71%
<b>Gender</b>					
Male	64.25%	1161	60.83%	1957	-40.67%
Female	35.47%	641	38.82%	1249	-48.68%
Refused	0.11%	2	0.06%	2	0.00%
Other	0.17%	3	0.28%	9	-66.67%



<b>Total</b>		<b>1,807</b>		<b>3,217</b>	-43.83%
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<b>Age</b>					
<18	17.86%	341	17.94%	570	-40.18%
18-59	77.11%	1472	75.74%	2407	-38.85%
60+	5.03%	96	6.32%	201	-52.24%
<b>Total</b>		<b>1,909</b>		<b>3,178</b>	-39.93%

<b>Primary Race</b>					
American Indian/Native American	1.97%	36	1.95%	46	-21.74%
Asian	0.71%	13	0.55%	13	0.00%
Black/African American	38.64%	706	41.83%	988	-28.54%
Native Hawaiian/Pacific Islander	0.60%	11	0.51%	12	-8.33%
White	56.10%	1025	53.90%	1273	-19.48%
Refused	1.97%	36	1.27%	30	20.00%
<b>Total</b>		<b>1,827</b>		<b>2,362</b>	-22.65%

<b>Ethnicity</b>					
Hispanic/Latino	15.74%	276	14.35%	348	-20.69%
Not Hispanic/Latino	83.75%	1469	82.68%	2005	-26.73%
Refused	0.51%	9	2.97%	72	-87.50%
<b>Total</b>		<b>1,754</b>		<b>2,425</b>	-27.67%

<b>Military Service</b>					
Yes	19.02%	170	8.91%	174	-2.30%
No	80.98%	724	91.09%	1778	-59.28%
<b>Total</b>		<b>894</b>		<b>1,952</b>	-54.20%

<b>Number of Homeless Episodes in Past 3 Years</b>					
No prior episode (first time)	10.64%	158	n/a	n/a	
1 time	47.41%	704	50.12%	649	8.47%
2-3 times	26.53%	394	32.74%	424	-7.08%

			%		
4 or more times	15.42%	229	17.14%	222	3.15%
<b>Total</b>		<b>1,485</b>		<b>1,295</b>	14.67%

<b>Chronic Homelessness***</b>					
Chronic Homeless Individuals	84.19%	426	100.00%	679	-37.26%
Chronic Homeless Families	n/a	28	n/a	n/a	
Total Chronic Households	n/a	454	n/a	679	-33.14%
Number of people in chronic families	15.81%	80	n/a	n/a	
<b>Total Chronic Persons</b>		<b>506</b>		<b>679</b>	-25.48%

<b>Disabling Condition</b>					
Yes	56.44%	824	40.92%	964	-14.52%
No	43.56%	636	59.08%	1392	-54.31%
<b>Total</b>		<b>1,460</b>		<b>2,356</b>	-38.03%

<b>If yes, what conditions?</b>					
Physical	32.20%	189	3.18%	47	302.13%
Developmental	6.64%	39	0.20%	3	1200.00%
Mental Health	31.01%	182	66.53%	982	-81.47%
Substance Abuse/Addictions	27.60%	162	29.47%	435	-62.76%
HIV/AIDS	2.56%	15	0.61%	9	66.67%
<b>Total</b>		<b>587</b>		<b>1,476</b>	-60.23%

\*All percentages are based on total responses for the category, not all questions had full response rates.

\*\*Because it is impossible to count every homeless person in a 24-hour period, the homeless count is always an undercount and serves as an estimation of a community's homeless population.

\*\*\*In order to meet HUD's definition of Chronic Homeless an individual must be homeless one continuous year and have a diagnosed disability or 4 or more episodes of homelessness in a three year period and have a disabling condition.

### **A Community Issue**

With untold thousands living on the streets of Hillsborough County, homelessness continues to be a major problem. Although stereotypical homeless beggars are more prevalent in some neighborhoods than in others, the issue far exceeds the image of street corner panhandlers, who may not be homeless at all. Homelessness affects various facets of our society, from urban neighborhoods to suburban coves. An issue of such magnitude must be addressed by local private, nonprofit and public agencies working as a team.

The Tampa Hillsborough Homeless Initiative is responsible for coordinating the community's response to homelessness. Anyone who has a role in that response is part of the Tampa-Hillsborough Continuum of Care (CoC), which is comprised of representatives of organizations that serve homeless and formerly homeless people, including nonprofit homeless providers, and mainstream service providers that serve the general population as well as the homeless: 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 and homeless and formerly homeless persons. There are 26 local provider agencies operating programs dedicated to serving the homeless. (See Appendix A for a list of the agencies and the services they provide.)

### **Ranking Hillsborough's Resources**

Despite the services and programs provided by agencies within the Tampa-Hillsborough CoC, the region falls short when it comes to available beds for those in need, according to data reported to HUD. When compared to communities of similar size in Florida, all but West Palm have more bed capacity per 1,000 in population than Tampa/Hillsborough.

**Figure 3: Hillsborough Beds Compared with Other CoC's (2012)**  
 (Source: Compiled by the Tampa Hillsborough Homeless Initiative)

Name	Hillsborough	Pinellas	Orlando	Jacksonville	West Palm	Ft. Lauderdale
Population	1,267,755	917,398	1,169,107	870,709	1,335,187	1,780,172
2012 HUD Award	\$6,058,043	\$4,209,046	\$6,113,242	\$4,649,394	\$5,452,463	\$9,920,971
HUD\$/capita	4.78	4.59	5.23	5.34	4.08	5.57
Emergency	448	1,320	1,094	832	385	774
Safe Haven	25	45	25	0	16	35
Transitional	792	853	1,705	868	442	1,404
Rapid Rehousing	4	0	71	0	58	0
Perm. Supp. Housing	<u>891</u>	<u>706</u>	<u>933</u>	<u>1,252</u>	<u>1,058</u>	<u>1,635</u>
<b>Total</b>	<b>2,160</b>	<b>2,924</b>	<b>3,828</b>	<b>2,952</b>	<b>1,959</b>	<b>3,848</b>
Beds per '000 pop.	1.70	3.19	3.27	3.39	1.47	2.16

The chart below compares the sheltered, unsheltered and total homeless population per 1,000 in the general population, for similarly sized counties.

**Figure 4: Sheltered, Unsheltered and Total Homeless Populations**  
 (Source: Compiled by the Tampa Hillsborough Homeless Initiative)

\*Counting methodologies vary from one jurisdiction to another.

COC	Population*	Sheltered	Per '000	Unshelt'd	Per '000	Total	Per '000
Hillsborough (Tampa)	1,277,746	965	0.76	944	0.74	1909	1.49
Broward (Ft. Lauderdale)	1,815,137	1981	1.09	829	0.46	2810	1.55
Palm Beach (West Palm Beach)	1,356,545	947	0.70	612	0.45	1559	1.15
Jacksonville (Duval and Clay)	1,073,947	1671	1.56	1097	1.02	2768	2.58
Orlando (Orange, Seminole, Osceola)	1,920,488	2321	1.2	2057	1.07	4378	4.56
Pinellas	921,319	1826	1.98	2090	2.27	3916	4.25

\*U.S. Census, 2012 Population estimate

The data shows that Hillsborough...

- has next to the lowest ratio of sheltered homeless due to lack of beds, Palm Beach having the lowest.

- is in the middle with respect to unsheltered homeless per 1,000. Pinellas, Orlando and Jacksonville all have higher ratios.
- has next to the lowest ratio of total homeless, Palm Beach having the lowest.

**Community Investment in Combating Homelessness**

Federal funding dedicated specifically to serving the homeless comes to the community through various channels, the main ones being:

Federal funding dedicated specifically to serving the homeless come to the community through various channels, the main ones being:

- HUD Continuum of Care (CoC)
- VA housing and services for veterans
- The Substance Abuse and Mental Health Services Administration (SAMHSA), mental health and substance abuse providers
- Emergency solutions funding through Hillsborough County and the City of Tampa
- A portion of federal entitlement funding to Hillsborough County and City of Tampa is directed to homeless housing and services.
- Hillsborough County estimates that it invests approximately XXX from general revenue funds in addition to federal resources.

**Figure 5: Community Funds Dedicated to Combating Homelessness**

*(Source: Tampa Hillsborough Homeless Initiative)*

Program	Grant Amount	Recipient
<b>FEDERAL</b>		
<b>Homeless Veterans Reintegration Program</b>	\$200,000	Hillsborough County BOCC
<b>Health Care for the Homeless (HRSA)</b>	\$875,684	Tampa Family Health Center
<b>PATH</b>	\$249,547	Gracepoint
<b>Education for Homeless Children - Title X Part C. Homeless Children &amp; Youth</b>	\$125,000	Hillsborough County Schools
<b>Emergency Shelter Grant</b>		
City of Tampa	\$197,976	City of Tampa
Hillsborough County BOCC	\$377,644	Hillsborough County BOCC
<b>Emergency Food and Shelter Program</b>	\$514,546	United Way Suncoast
<b>CoC funded in 2012 for 2013</b>	\$5,511,190.00	

Home3 (not included in the 2012 renewals)	<u>\$513,702.00</u>	
<b>Total McKinney</b>	<b>\$8,565,289.00</b>	
<b>SAMHSA (5yr award to ACTS \$350,000 annually) In its 4th year.</b>	<b>\$350,000.00</b>	ACTS
<b>SSVF</b>	<b>\$1,000,000.00</b>	
<b>VASH - 2013 allocation</b>	<b>\$1,286,531.00</b>	Tampa Housing Authority August 2013
<b>VASH (prior allocations)</b>		
<b>Other VA - GPD, HCHV, DOM, VASH Services</b>	-	
<b>Total Federal</b>	<u><b>\$11,201,820.00</b></u>	
<b>PRIVATE DONATIONS</b>	<b>\$15,000,000.00</b>	
<b>COUNTY General Revenue FY'13</b>	<u><b>\$2,473,320.00</b></u>	
<b>CITY General Revenue FY '13</b>	<b>\$55,000.00</b>	
<b>STATE OF FLORIDA FY 13</b>		
CoC funding	<b>\$72,000.00</b>	
<b>TOTAL</b>	<b>\$28,802,140.00</b>	

**PRIVATE DONATIONS**

**Metropolitan Ministries:** The top recipient of private donations at \$12.8 million, according to an audit for fiscal year ending June 2013.

**Salvation Army:** Raised almost \$1.6 million in accordance with their most recent audit for the fiscal year that ended Sept. 12, 2013.

**Other organizations:** Received about XX combined in 2013.

**Total private donations:** Exceeds \$15 million.

(Source: XXX)

## System Performance

Painting a true portrait of service within the Tampa-Hillsborough CoC perform is difficult. A number of agencies that serve the homeless, but are not funded by federal monies, don't participate in the Homeless Management Information System (HMIS), a computerized data collection system designed to capture client-level information on characteristics and service needs. What we do know, based on the available 2013 information, is this:

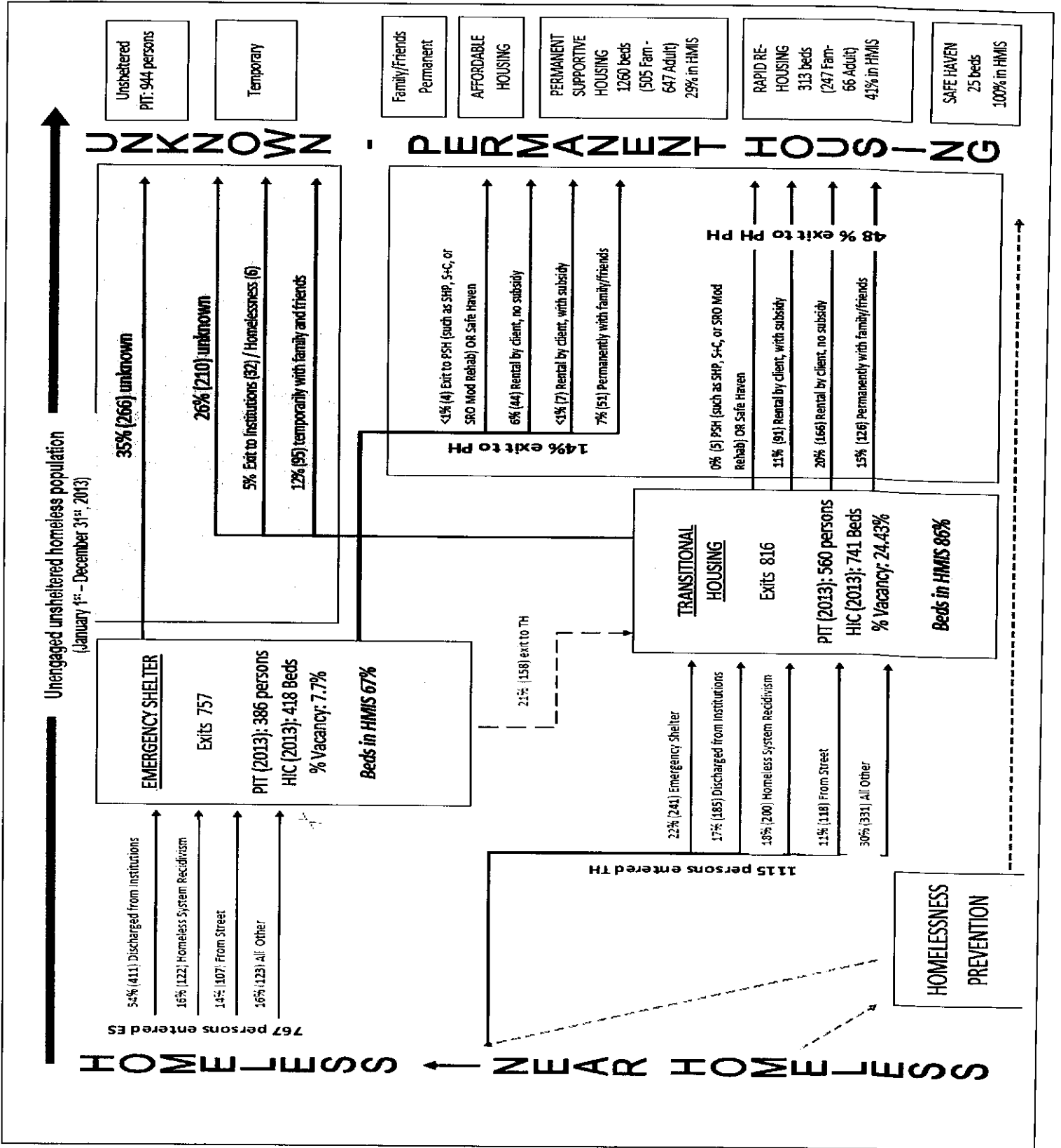
- 54 percent of emergency entrants and 17 percent of transitional housing entrants were discharged from institutions.
- Recidivism from the homeless system itself accounted for 16 percent of those who entered emergency shelter and 18 percent of those who entered transitional housing.
- On the night of the count in January 2013, there was unused capacity in Transitional Housing, which was at 75 percent occupancy. There was possibly a mismatch between eligibility criteria and the homeless population.
- Only 48 percent of those in transitional housing exited to permanent housing, the primary goal of transitional housing programs. The federal goal is 65 to 70 percent.
- 35 percent of those who access emergency shelter leave for unknown destinations, presumably back into homelessness
- Because of the low participation in the HMIS system, it is not possible to see the whole system. Only 29 percent of permanent supportive housing beds, 67 percent of emergency shelter beds and 86 percent of transitional housing beds are recorded in HMIS.

(Use map key below for chart on next page.)

### Map Key:

HIC: Housing Inventory Chart  
PIT: Point-in Time count  
PH: Permanent housing  
PSH: Permanent supportive housing

**Figure 6: Unengaged, Unsheltered Homeless Population**  
 (Source: Tampa Hillsborough Homeless Initiative)





### Evaluating the Continuum of Care as a System

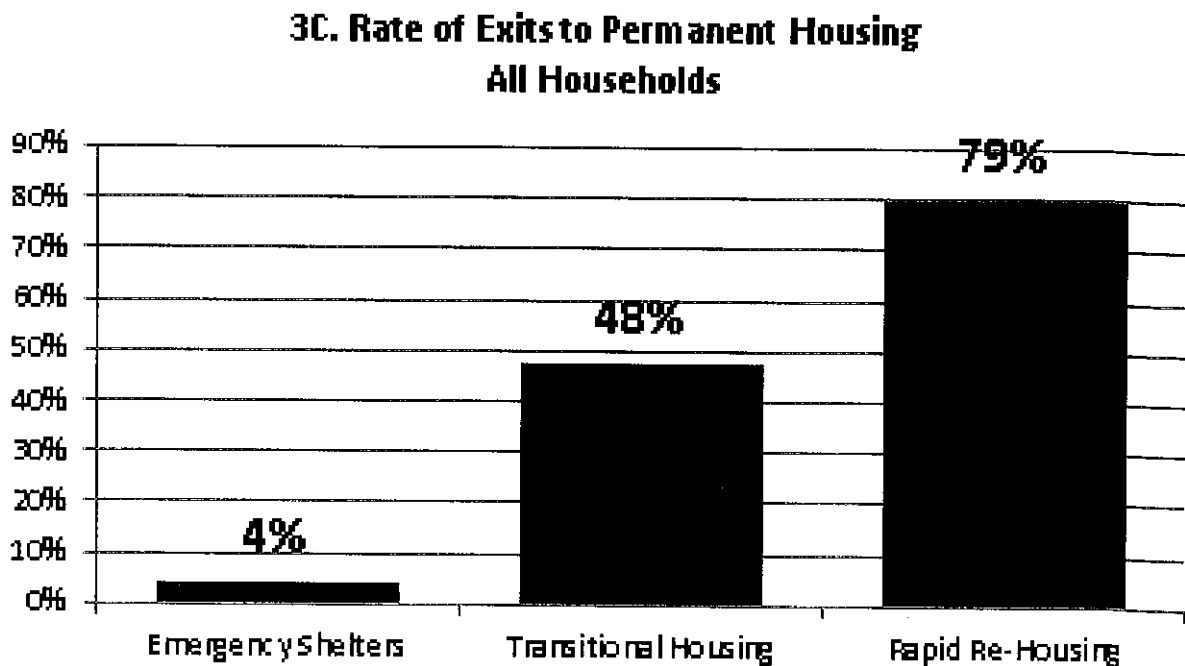
The Performance Improvement Calculator (PIC) is one way of evaluating the process by which the Tampa-Hillsborough CoC helps those who are homeless. The tool was developed by the National Alliance to End Homelessness to show a picture of a community's current and potential performance in moving individuals and families from homelessness to permanent housing. It analyzes the movement through the homeless crisis response system of single adults, family households, and all households. The analysis was based on HMIS data. Again, because not all service providers participate in the local data collection system, it is not possible to get a view of the entire system. The analysis was conducted by the Corporation for Supportive Housing, which is the HUD-funded consultant to the Hillsborough Continuum of Care.

Still, an analysis of the available data revealed three key findings:

- 1) The pathway, or "exit", into permanent housing from emergency shelters, transitional housing and Rapid Rehousing programs must increase.

**Figure 7: Rate of Exits to Permanent Housing (All Households)**

*(Source: Tampa Hillsborough Homeless Initiative; Performance Improvement Calculator (PIC))*

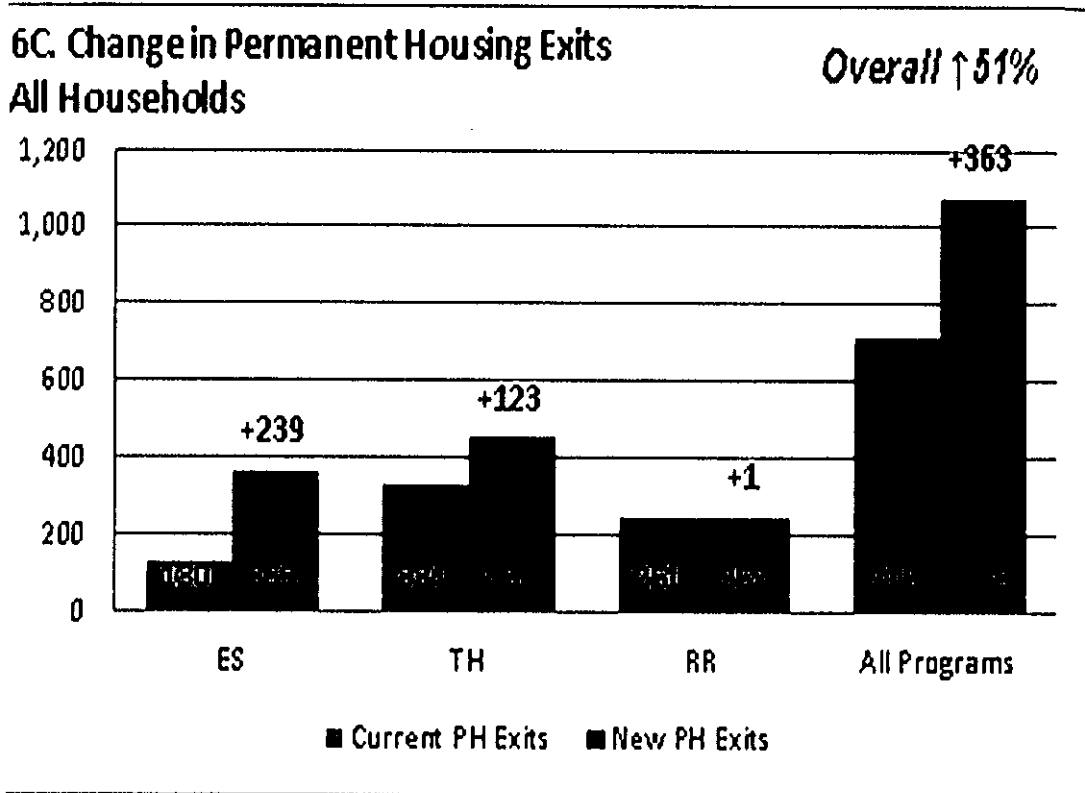


- 2) If the percentage of exits to permanent housing were raised to the national standard, it would be the equivalent of providing 363 new housing units.

**Figure 8: Impact of National Average on Permanent Housing Exits (All Households)**

(Source: Tampa Hillsborough Homeless Initiative; Performance Improvement Calculator (PIC))

ALL HOUSEHOLDS		
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	3%	10%
Transitional Housing	47%	65%
Rapid Re-Housing	79%	80%

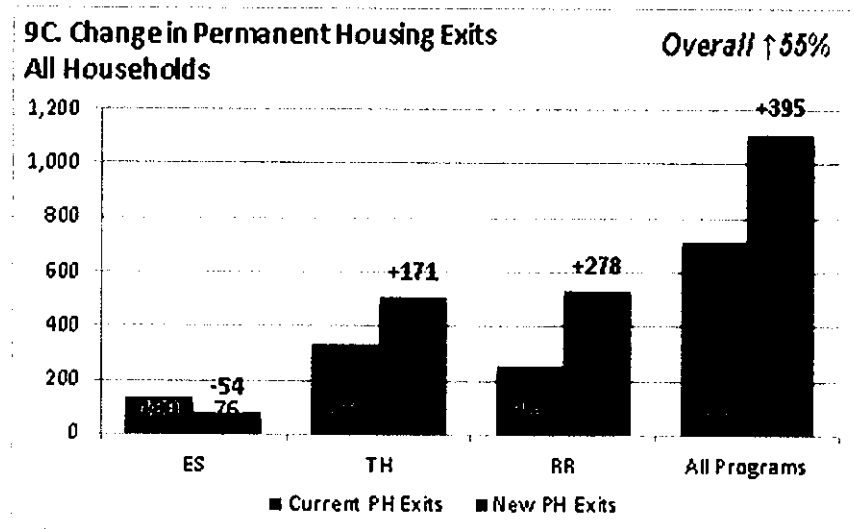


- 3) The length of stay (LOS) is too long for homeless people admitted into Transitional Housing and Rapid Rehousing programs. Reducing the LOS for those programs would free up beds and living space, effectively adding the equivalent of 395 units of housing for others in need throughout the year.

**Figure 9: Impact of Reducing Length of Stay to National Average (All Households)**

(Source: Tampa Hillsborough Homeless Initiative; Performance Improvement Calculator (PIC))

<b>ALL HOUSEHOLDS</b>		
	<b>Current LOS</b>	<b>New LOS</b>
<b>Emergency Shelter</b>	<b>18</b>	<b>30</b>
<b>Transitional Hsg</b>	<b>263</b>	<b>174</b>
<b>Rapid Re-housing</b>	<b>520</b>	<b>247</b>



### Efforts on the Federal Level

The federal strategic plan to end homelessness, called Opening Doors, sets ambitious goals for the nation:

- End chronic homelessness by 2015.
- End homelessness among veterans by 2015.
- End homelessness among families and youth by 2020.
- Set a path to ending all types of homelessness.

In order to achieve these goals, additional funding has been made available to house and serve veterans. Hillsborough received 645 vouchers for veterans (including 205 in 2013), administered by the Tampa Housing Authority.

HUD also provided funding through the Continuum of Care on permanent supportive housing for the chronically homeless and on Rapid Rehousing for families with children. In the 2014 funding cycle, now under way, Hillsborough County will contribute almost half (44 percent) of its funding allocation to these programs.

Rapid Rehousing is a national best practice that offers temporary assistance, including financial and supportive services. The program helps homeless individuals and families move quickly into permanent housing. The fundamental principle is that when people are stably housed, everything else in their lives stabilizes and the household is better able to engage in the assistance needed for long-term success. Through the Homelessness Prevention and Rehousing Program, which was implemented at the height of the recession, HUD learned that this approach was more cost-effective in permanently housing households than traditional Transitional Housing.

### **Efforts on the Local Level**

Though the Hillsborough Community has a long way to go, strides are being made through a number of programs and interventions, some of which are listed below. The goal is to house the homeless as quickly as possible, which benefits society on the whole. The longer people remain unsheltered, the more likely they are to use costly services unnecessarily, such as going to hospital emergency rooms for non-emergency medical care and interactions with the criminal justice system. Also, housing homeless people quickly frees up local beds for others who need housing on a short-term basis.

#### 500 Homes Forward campaign

This campaign is part of a national program called 100,000 Homes. The program launched locally in May 2013 and focuses existing and new resources on ending chronic homelessness in Hillsborough County. The goal is to house 500 chronically homeless individuals and supply the necessary support services in five years. (For more detail on this program, see Sub-populations: Chronically Homeless.)

#### Steps Forward

A group of area business people and public officials called Steps Forward have joined together in the battle to defeat homelessness. They are striving to develop an inventory of housing that follows the "Housing First" approach. The method will offer housing to chronically homeless adults first, without the typical credit and criminal history checks that are usually required. Housing First would also provide other necessary services, such as help in applying for jobs and social services.

#### Homeless Management Information System

The HMIS system used in Hillsborough is called UNITY, and the UNITY advisory group is reaching out to providers in the community that do not use the system, as well as looking at ways of making the system more user-friendly for everyone. Beginning in January 2014, monthly performance reports will be provided to all participating agencies to encourage them to provide complete and timely information. Currently there are no fees for participating in the HMIS system and computers are available at no cost to service providers.

#### Collaboration with Law Enforcement Agencies

The Hillsborough County Sheriff's Office and the Tampa Police Department have dedicated officers to provide outreach to the homeless and to connect them with community resources. The collaboration is a major step in ushering homeless people into permanent housing, rather than filling jail cells unnecessarily.

#### Assistance for veterans

The community has been fortunate to receive additional resources from the Veterans Administration to serve military veterans. A total of 645 HUD/ Veterans Affairs Supportive Housing (VASH) vouchers for housing are expected to end chronic homelessness among veterans in Hillsborough County. The Supportive Services for Veterans and their Families (SSVF) program provides Rapid Rehousing for other veterans. The vouchers come with an array of supportive services provided by the VA.

#### The Tampa Housing Authority

The Tampa Public Housing Authority is working closely with THHI to administer housing vouchers and prioritize the chronically homeless for available vouchers.

## THE WORLD AROUND US

### **Environmental Scan**

Homelessness is an issue permeating societies across the nation. In January 2013, 610,042 people in the United States were homeless on a given night. Most of them (65 percent) lived in emergency shelters or transitional housing programs, while 35 percent lived in unsheltered locations. Nearly one-quarter (23 percent or 138,149) of all homeless people were children, under the age of 18. Ten percent (or 61,541) were between the ages of 18 and 24, and 67 percent (or 410,352) were 25 years or older.<sup>1</sup>

### **The Nation on an Economic Upswing**

Despite its pervasiveness, homelessness fell to the background as the country focused on the impact of a severe recession in recent years. Fortunately, the United States is slowly emerging from that difficult time, and there are signs locally of an improved economy, specifically in the area of employment. Between October 2012 and October 2013, the Tampa Metropolitan Statistical Area (MSA) saw 39,000 new jobs, a 3.4-percent increase, while the state of Florida had a net gain of 181,700 jobs, a 2.4-percent increase. In keeping with that trend, the local unemployment rate in November 2013 was 6.2 percent, down from 8.1 percent a year earlier and slightly below the statewide rate of 6.4 percent.<sup>2</sup>

### **For the Homeless, Employment Obstacles Persist**

Many homeless people, however, still lack jobs or are underemployed, working for wages too low to support their families. One reason for this is that formerly homeless job applicants are screened out of well-paying jobs because of their credit histories and criminal histories. Contrary to popular stereotypes about homeless people, employment and financial issues—not drugs or medical issues—rank No. 1 among the reasons for homelessness. (See chart below, from 2013 Homeless Survey, Homeless Coalition of Hillsborough County.)

(See chart next page.)

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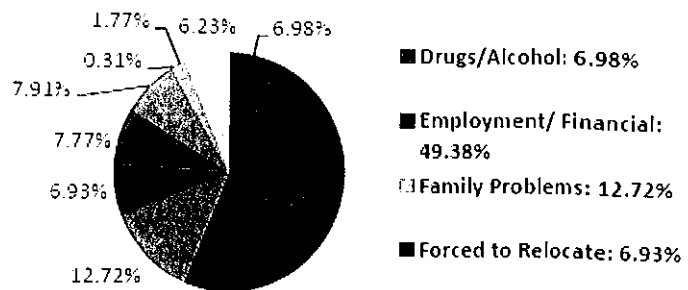
<sup>1</sup> *Annual Homeless Assessment Report to Congress*, U.S. Department of Housing and Urban Development, 2013.

<sup>2</sup> U.S. Department of Labor, Bureau of Labor Statistics, Current Employment Statistics Program; prepared by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics.

**Figure 10: Reasons for Homelessness**

(Source: 2013 Homeless Survey, Homeless Coalition of Hillsborough County)

REASON FOR HOMELESSNESS	
Drugs/Alcohol:	6.98%
Employment/ Financial:	49.38%
Family Problems:	12.72%
Forced to Relocate:	6.93%
Housing Issues:	7.77%
Medical/Disability Issues:	7.91%
Recent Immigration:	0.31%
Jail/Prison/Hospital:	1.77%
Other:	6.23%
<b>TOTAL</b>	<b>100.00%</b>



### Poverty and Foreclosures

Nationally, household incomes have become more polarized, gravitating toward the extreme of wealth or of poverty, while the middle class has dwindled. More poverty means more people living without permanent homes.

- In 2011, Hillsborough County had 219,950 people living in poverty, including 68,967 children under 18. The percentage living in poverty was higher than Florida’s and the United States but was consistent with other urban areas.<sup>3</sup>
- The percentage of students enrolled in Hillsborough County public schools who qualified for free and reduced-price lunch increased from nearly 48 percent in the 2003-2004 school year to about 57 percent in 2012-2013.<sup>4</sup>
- A full-time job does not guarantee the ability to obtain a modest place to live. In fact, in order to afford the cost of a one-bedroom apartment at \$758 per month (the 2014 HUD air Market Rent), a people would have to work 76.5 hours per week at the \$7.93 minimum wage, assuming they work 50 weeks per year. In order to afford a two-bedroom apartment at a monthly cost of \$951, they would have to work 96 hours per week.

<sup>3</sup> U.S. Census Bureau, Small Area Income and Poverty Estimates; prepared by Hillsborough County, <http://www.hillsboroughcounty.org/index.aspx?NID=1110>, December 2012.

<sup>4</sup> Florida Department of Education.

- \$8.11 is the 2013 poverty wage level for a single full-time worker with one child. The minimum wage dipped below this amount in 1982 and has stayed there.<sup>5</sup> As of January 1, 2014, the minimum wage in Florida is \$7.93, slightly higher than the federal minimum wage of \$7.25.

Low wages and poverty, however, don't tell the whole story of homelessness in Hillsborough. In the midst of the Great Recession, some became homeless due to foreclosures, a trend that hit Hillsborough particularly hard and put people at all income levels at risk of homelessness. Indeed, Hillsborough County continues to struggle with a large number of foreclosures that exceeds the national average. For example, Wells Fargo reportedly has over 11,000 foreclosures located in just the Hillsborough County MSA. Recent months have shown a decline as the economy improves, however, an average of over 250 foreclosures a month is still troubling.<sup>6</sup>

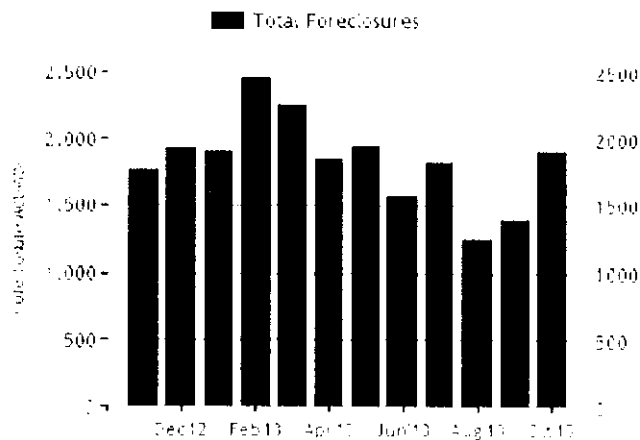
The charts *Dedicating Opportunities* below lend insight into the unfortunate trend:

**Figure 11: Foreclosures in Hillsborough County**

(Source: to End Homeless Initiative: City of Tampa and Hillsborough County Summary of Recommendations, HUD, December 2013.)

FORECLOSURE ACTIVITY FOR HILLSBOROUGH COUNTY, FL

The number of new foreclosure filings compared to the 30-year interest rate.



<sup>5</sup> (Insert article headline), *Tampa Bay Times*, Dec. 8, 2013. (Information reportedly from Bureau of Labor Statistics.

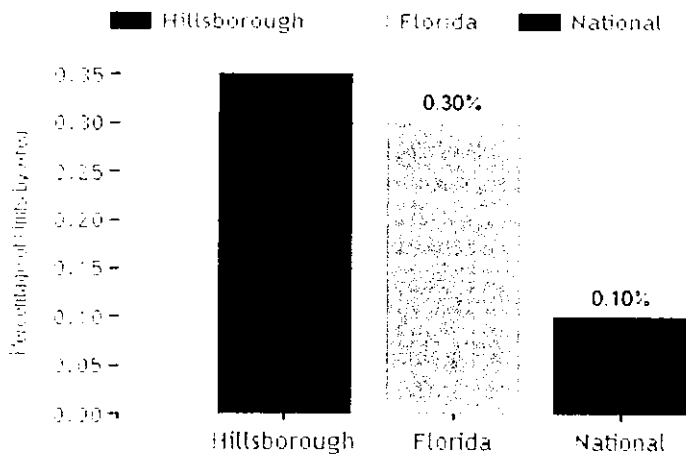
<sup>6</sup> (Source information needed.)



**Figure 12: Geographical Foreclosure Comparisons**

(Source: *Dedicating Opportunities to End Homeless Initiative: City of Tampa and Hillsborough County Summary of Recommendations*, HUD, December 2013.)

**GEOGRAPHICAL FORECLOSURE COMPARISON FOR HILLSBOROUGH COUNTY, FL**



**Insufficient Affordable Housing**

Affordable Housing is another area of concern in the Tampa-Hillsborough area. HUD defines housing affordability in terms of the proportion of household income that is used to pay housing costs. Housing is “affordable” if no more than 30 percent of a household’s monthly income is needed for rent, mortgage payments and utilities. The 2012 median family income for the Tampa/St. Petersburg/Clearwater MSA was \$56,800. Families earning less than 30 percent of median income could afford to pay only \$423 toward housing costs. However, in 2012, the fair market rent for a two-bedroom apartment was \$926 per month—more than double the amount of the affordable range. Loss of income as a result of unemployment and underemployment has added to the large number of families struggling to maintain their homes.<sup>7</sup>

The 2013 Rental Market Study by the Shimberg Center for Affordable Housing showed that over 30 percent of all renter households in Hillsborough County are “cost-burdened,” with incomes less than 60 percent of the Area Median Income and with rent taking up more than 40 percent of their incomes. Sixty percent of those households consist of one or two people, suggesting a large need in Hillsborough County for small units targeting this population.

\*This section will be updated with more recent housing analysis information and charts.

<sup>7</sup> U.S. Department of Housing and Urban Development, *Dedicating Opportunities to End Homeless Initiative: City of Tampa and Hillsborough County Summary of Recommendations*, December 2013.

### State and federal setbacks

Actions in recent years at the state and federal levels have stifled efforts to assist those in financial crisis and at risk for homelessness.

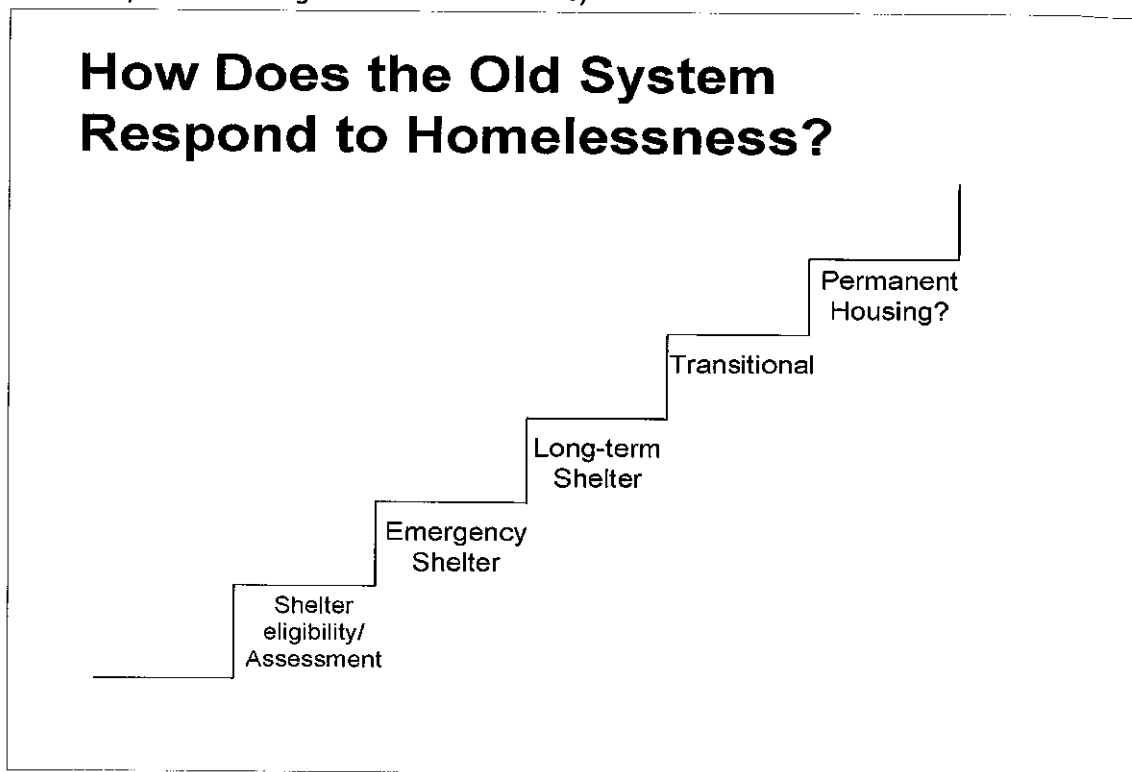
- As a result of the 2013 federal budget sequestration, involving numerous automatic budget cuts, the Tampa Housing Authority was forced to eliminate 400 Section 8 vouchers. The only new vouchers received in recent years were 645 VASH vouchers for veterans.
- In recent years, the state Legislature has used the dedicated housing trust funds, which generated approximately \$200 million in 2013, for general budgetary needs.
- Florida is one of the states that refused the federal government's offer to expand eligibility for Medicaid, mostly at federal expense.

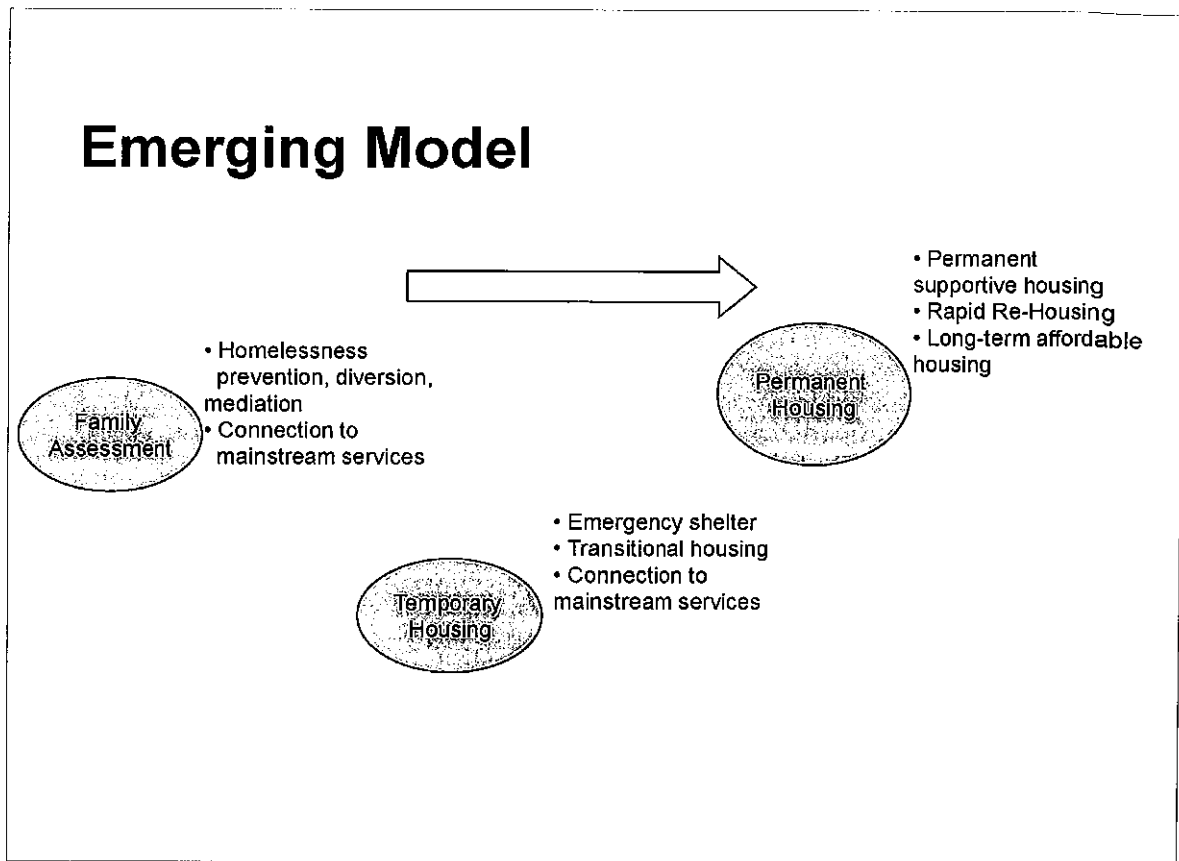
### Changing From Within: A New Approach

External setbacks aside, Hillsborough must make some internal changes if it is to significantly impact the state of homelessness. Area service providers must adopt a new, more efficient system of responding to the needs of homeless people. The old "staircase" model is no longer adequate.

**Figure 13-14: Staircase Model (Old System); Emerging Model (New System)**

*(Source: Tampa Hillsborough Homeless Initiative)*





Further, for the system to operate effectively, certain functions, such as the following, need to be centralized and/or coordinated:

**Homeless Management Information System:** Hillsborough County's HMIS system is operated on an "open" basis, meaning that participating providers have full access to each other's information. The limitation is that only X agencies, operating X programs are participating. One change recommended as part of the Community Strategy to End Homelessness is that all funders of homeless services require recipient service providers to participate.

**Coordinated Intake and Assessment:** In other communities, a system that involves a coordinated intake and assessment process has proven helpful by ensuring that families are initially matched with the right intervention and by coordinating among funders of housing and services for the homeless. HUD, in fact, is requiring coordinated intake and assessment in 2014. Locally, the process was launched in February.

**Outreach:** The Hillsborough County Sherriff's Office and Tampa Police Department have designated officers working with the homeless. Also, both agencies have been trained to refer the chronically homeless to the 500 Homes Forward program and to the VA. However, in order to cover the entire county effectively, law enforcement should be complemented by case managers and peer outreach personnel in sufficient numbers to cover the total geographical area, including small cities and rural areas.

Housing Locator Services: Only a few of these programs incorporate personnel who specialize in identifying landlords that will accept households receiving assistance through the system. Hillsborough needs a central inventory of landlords who have an understanding and who are willing to help by accommodating people with known barriers to housing.

Employment: For many homeless people, their ability to sustain housing is dependent on employment. Although the unemployment rate has decreased, nationally there are three people looking for every available job.<sup>8</sup> The same issues that create barriers to housing also create barriers to jobs for the homeless. Florida Workforce is designed to serve the needs of employers. Therefore, advocates are needed to identify “second-chance” jobs for this group.

### **Essentials to Make Homeless Interventions Sustainable<sup>9</sup>**

The [Community Strategy to End Homelessness] won't put an end to the various problems plaguing society, but it can put the Hillsborough community on a new path that leads to a home for everyone. The success of our strategy depends largely on how well we marry our efforts with the reality around us.

To do that, the components below will be essential:

»» Restoring, preserving and increasing the resources of the homeless assistance system, including homeless prevention, a range of housing options, and supportive services.

»» Increasing the supply of and increasing access to affordable housing so that all Hillsborough residents can afford a stable home of their own.

»» Ensuring a well-functioning safety net so that all households who are at risk of or experiencing homelessness have access to shelter, mainstream resources, public benefits, and quality health care.

»» Reaching all homeless populations to ensure the unique and multiple needs of each person are recognized and addressed in a holistic way. Special populations include but are not limited to families, youth, victims of domestic violence, seniors, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented.

»» Ensuring harm reduction, trauma-informed, and asset-based principles are embraced system-wide in order to provide housing and services with care, dignity, and respect to all people.

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<sup>8</sup> (Source needed)

<sup>9</sup> Much of the information in this section, including the essential “components,” is adopted from Chicago Alliance: Making Homelessness History, *Chicago's Plan 2.0: A Home for Everyone*, 2012.

»» Holding the homeless system accountable to the highest quality of services to ensure that consumers are provided with respect, support, and advocacy that empowers the consumer to be his or her own agent of change.

»» Putting the safety and well-being of consumers and providers first by working to locate housing and services in places where consumers feel comfortable and safe.

»» Improving efforts to prevent public and private institutions from discharging individuals into homelessness.

»» Expanding cultural competency and consumer choice to respect the unique situation and aspirations of each individual who interacts with the homeless assistance system.

Around the nation, plans to end homelessness have largely been based on three principles:

1. Preventing individuals and families from becoming homeless in the first place;
2. Placing individuals and families in permanent housing as quickly as possible when they do become homeless; and
3. Providing wraparound services to promote housing stability and self-sufficiency.

This community strategy aims to end homelessness, rather than simply managing it, shuffling those who are in need from one shelter or housing program to the next. To do that, we must shift from a focus on serving the short-term needs of those who are homeless to a vision for their long-term need to obtain permanent housing.

The [Community Strategy to End Homelessness] proposes seven strategic priorities to advance the efforts of Hillsborough's assistance system. Those priorities cover the broad scope of what it will take to prevent and end homelessness in our community. The strategy is designed to be a living document that requires ongoing planning and collaboration to ensure success.

We are committed to implementing the strategy in the most transparent and inclusive manner possible, with extensive community involvement every step of the way. We want all stakeholders of Hillsborough County's homeless assistance system—policymakers, providers, consumers, funders, community partners and advocates—to join us in working together to achieve the vision of this strategy for everyone.

## SUB-POPULATION PLANS

For planning purposes, homeless people are grouped into five general categories: chronically homeless, veterans, families, youth and other single adults. The categories give a better sense of the range of homelessness and the diversity of needs that must be fulfilled.

### **The Chronically Homeless**

People are considered chronically homeless if they have been homeless consecutively for a year or if they have had at least four episodes of homelessness in three years. Nationally, chronic homelessness among individuals declined by 7 percent (or 7,301) over the past year, and by 25 percent (or 31,240) between 2007 and 2013.<sup>10</sup>

The January 2013 homeless count in Hillsborough found 506 chronically homeless people, 80 of whom were living in families and 85 of whom were veterans. The chronically homeless represented 22 percent of everyone counted, which is close to the national percentage of 20 percent.<sup>11</sup>

Among the 421 non-veteran chronic population, 100 percent were disabled by definition. Additionally:

- 37 percent (155) were women, representing a higher percentage than the overall chronic population of 32 percent.
- 19 percent (70) were children under 18
- 71 percent (299) were between the ages of 25 and 60
- 40 percent experience disability as a result of drug or alcohol use
- 23 percent report mental health issues
- 69 percent (292) were white and 84 percent (353) were non-Hispanic

### 500 Homes Forward

This initiative was born out of the national 100,000 Homes campaign to find homes for the most vulnerable, chronically homeless. The campaign involves individually identifying each person, prioritizing housing on the basis of a uniform vulnerability scale, and marshaling community resources to prioritize this population.

The 500 Homes program began locally in May 2013. It focuses existing and new resources on ending chronic homelessness in Hillsborough County, with the goal of housing 500 chronically homeless individuals and supplying the necessary support services in five years.

A registry has been created to identify, by name and situation, every chronically homeless person in the Hillsborough community. Currently, new techniques for locating people who have

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<sup>10</sup> U.S. Department of Housing and Urban Development, Office of Community Planning and Development, *The 2013 Annual Homeless Assessment Report (AHAR) to Congress: Part 1: Point-in-Time Estimates of Homelessness*.

<sup>11</sup> U.S. Department of Housing and Urban Development, *Dedicating Opportunities to End Homeless Initiative: City of Tampa and Hillsborough County Summary of Recommendations*, December 2013.

risen to the top of the list are being developed by working with providers, law enforcement and other sites that work with the homeless. Through collaborations and partnerships with community housing programs, those individuals and families will be prioritized in the registry so they can be housed when there are openings. By the end of 2013, 500 Homes Forward had successfully housed 60 homeless individuals and households in the community.

There is capacity in the system to house chronically homeless individuals and families. Additional capacity will be created in the coming year as a result of reallocating HUD funds to this purpose and an initiative to prioritize the chronically homeless for existing permanent supportive housing. Beginning in the spring of 2014, turnover in the Section 8 program, operated by the Tampa Housing Authority, will be used to create further capacity by housing chronically homeless individuals and families.

### **Military Veterans**

Nationally, homelessness among veterans has declined each year since 2010. Between 2012 and 2013, veteran homelessness went down by 8 percent (or 4,770). Homelessness among veterans declined by 24 percent, or 17,760, between 2009 and 2013.<sup>12</sup>

Still, more needs to be done. In Hillsborough, a DOEHS subcommittee identified a lack of affordable housing as the major obstacle in ending homelessness among veterans. The subcommittee emphasized that most veterans are able to generate income through employment or entitlements. Therefore, they recommended a Housing First model for addressing the affordable housing barrier. This will require education for community owners and rental property managers to address policy barriers such as poor credit or criminal history. Also more funds are needed to help veterans with move-in expenses such as deposits, furniture, household items, etc. Finally, the group suggested that assistance with transportation (bus passes) would help homeless veterans maintain their housing by keeping them connected with services.<sup>13</sup>

### **Boot Camp**

One effort at combating the problem, Tampa was selected to participate in and to host one of six veterans' boot camp events in 2013. Veterans' boot camps attempt to set ambitious goals around ending chronic homelessness, as well as serving homeless veterans who are ineligible for HUD VASH vouchers. The events were sponsored in six areas around the country and were co-led by Community Solutions and the Rapid Results Institute and paid for by a HUD technical assistance award. Following the local boot camp, chronically homeless veterans are being referred to the VA for vouchers. The community received 205 vouchers in August 2013, adding to the 440 awarded previously, for a total of 645 vouchers currently. The count found 85

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<sup>12</sup> U.S. Department of Housing and Urban Development, Office of Community Planning and Development, *The 2013 Annual Homeless Assessment Report (AHAR) to Congress: Part 1: Point-in-Time Estimates of Homelessness*.

<sup>13</sup> U.S. Department of Housing and Urban Development, *Dedicating Opportunities to End Homeless Initiative: City of Tampa and Hillsborough County Summary of Recommendations*, December 2013.

chronically homeless veterans. The DOEH subcommittee estimated that the VASH vouchers should be able to house all chronically homeless veterans by February 2014.

### **Families**

The 2013 count of homeless families with children showed there were 201 families with children, which were comprised of 583 persons. Of those homeless families, 113 households were sheltered and 88 households (44 percent) were unsheltered. The following data was also obtained.

- 68 percent of the families were single female headed households whose average age was 34
- 21 percent were two-parent households
- 7 percent were single fathers with custody of their children
- 76 percent indicated the primary cause of their homelessness was employment or financial
- Of the 15 percent who reported family issues as the primary cause of homelessness, 30 percent reported domestic abuse
- Only 8 percent reported medical reasons as the primary cause of their homelessness with 40 percent of those indicating substance abuse and 31 percent reporting mental illness.

The DOEH goal was to add 1,000 housing units in Hillsborough County and the City of Tampa by 2017. THHI will pursue a number of strategies to achieve that goal, including working with the Tampa Housing Authority and the Tampa Housing Finance Authority to create a plan. THHI will also work with Hillsborough County and the City of Tampa to use federal HOME funds and other funds to establish a tenant-based rental assistance program, as well as to encourage applications for housing tax credits to the state.

### **Youth**

There were 46,924 unaccompanied homeless children and youth on a single night in 2013, nationally. Most (87 percent or 40,727) were youth between the ages of 18 and 24, and 13 percent (or 6,197) were children under the age of 18. Half of unaccompanied children and youth (23,461 or 50 percent) were unsheltered in 2013.<sup>14</sup>

A work group on Homeless Youth was convened by THHI in December 2013 to devise a community strategy with respect to unaccompanied youth between the ages of 16 and 24 who lack a regular place to sleep and to assist in reaching this population in the 2014 count. The group is currently advising on inventorying programs that serve this group. The group also has identified a need for better data and greater community awareness as priorities. By the end of January, the group will finalize the recommended community strategy on Homeless Youth.

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<sup>14</sup> U.S. Department of Housing and Urban Development, Office of Community Planning and Development, *The 2013 Annual Homeless Assessment Report (AHAR) to Congress: Part 1: Point-in-Time Estimates of Homelessness*.



**Other single adults**

The chronically homeless, veterans, families and youth don't cover the scope of homelessness. A number of people on the streets and in shelters are single adults and couples who don't fall into any of those categories. Specific plans to address their needs have not been formed at this time, but we do know that employment will be a key factor. (See Strategic Priority 3.)

## **STRATEGIC PRIORITY 1: INCREASE HOUSING OPTIONS**

**Goal:** All households have a sustainable permanent housing solutions available to them.

**Overview:** Lack of housing affordable to very low income households, earning less than 30 percent of Area Median Income is the greatest challenge that this strategic plan faces. This situation is prevalent throughout the state and the nation, due to increases in poverty, resulting in many people lacking the necessary income to afford housing.

### **Key Objectives:**

- Provide 1,000 units/slots of affordable to households with incomes below 30 percent of the Area Median Income, by 2017 (?)
- As part of the objective above, establish a rental assistance funding pool of \$1 million annually for rapid rehousing with a duration of one year or less.
- Provide 150 units of permanent supportive housing, targeting single adults and 150 targeting families with children, with priority for the chronically homeless.

### **Efforts Currently Underway:**

1. In the HUD funding application submitted in February 2014, over \$2 million dollars are being reallocated to permanent supportive housing that prioritizes the chronically homeless and Rapid Rehousing for families with children.
2. A Coordinated Intake and Assessment process was launched in February 2014 to better match households with the assistance needed to end their homelessness.
3. All HUD-funded providers of permanent supportive housing will be expected to participate in the Moving On program (described below in Short-term Action No. 5) and to prioritize the chronically homeless when units become available.

### **Short-term Actions**

1. Increase exits to permanent housing to 65 percent for transitional housing and 80 percent for rapid-rehousing (national averages), which will be the equivalent of adding 363 new units of housing to the present system.
2. Reduce the length of time people remain in homeless programs other than permanent supportive housing to national averages, which could create the equivalent of an additional 395 units of housing.
3. Work with housing developers and service providers to create successful applications to the state for new housing development, specifically for the homeless in 2014.
4. Work with the Tampa Housing Authority to devise a plan to achieve their goal of an additional 1,000 Housing Choice Vouchers . (This represents 600 based on modeling and 400 to replace those lost to sequestration).
5. Work with the Tampa Housing Authority to encourage residents of permanent supportive housing who no longer require services to move to affordable housing with rental subsidies, commonly referred to as the Moving On program.

6. Work with Hillsborough County and the City of Tampa to use HOME funds and Emergency Solutions Grants to create a tenant-based rental assistance program, where the subsidy tapers down over time. Targeting tax credit developments which are high quality, mixed income, and already incorporate a level of subsidy in the rents.
7. Work with the Tampa Housing Finance Authority to expand subsidies of rentals in projects financed by them.
8. Publicize the Tampa Housing Authority homeless priorities among homeless service providers.

#### **Long Term/Ongoing Action Items**

1. City and County State Advocacy Agenda to include that the State Housing Trust Fund be used for housing and that at least 40 percent of the funds target rental housing households with incomes below 30 percent of Area Median Income.
2. Tax Credit Projects: advocate for preferences for localities that have never been awarded a homeless project.
3. Develop incentives for landlords to take high risk tenants, including risk pools, above market rent agreements.
4. Work with the private owners of the 3,939 units with rental assistance to prioritize the formerly homeless (sort by families and elderly) in their Tenant Selection Plans and to be flexible in evaluating credit and criminal histories.
5. Establish a central housing database consisting of housing owned by landlords who have agreed to prioritize the homeless and be flexible with eligibility requirements.
6. Identify funds for up-front cost of deposits to expedite placement in permanent housing. Explore alternative arrangements with Tampa Electric (TECO Energy).
7. Consider and evaluate the establishment of a program to facilitate and arrange house-sharing agreements, such as Home Share Pinellas. This could to promote housing affordability and mutual support. (See National Shared Housing Resource Center)
8. Explore use of TANF and Maintenance of Effort (MOE) funds for rental assistance and short-term supports.

## STRATEGIC PRIORITY 2: EMPLOYMENT

**Goal:** Increase meaningful and sustainable employment opportunities for people experiencing homelessness and the formerly homeless.

**Overview:** For many non-disabled homeless people, finding jobs with decent wages is an essential part of their ability to sustain their own homes—and usually one of the biggest challenges. Employment services are often geared to a mainstream group who has not experienced homelessness, creating barriers to attaining and retaining employment for those who are homeless. Poor credit histories and arrest records screen out many homeless people who may otherwise be qualified for the jobs. Some may need to complete basic education or job training programs to before they will be hired.

### Key Objectives:

- Increase the number of persons employed at exit
- Everyone who is willing and able to work can obtain work
- Incorporate job development and support expertise in services offered to non-disabled adults
- Expand work options to include part-time work and supported employment
- Increase system integration of workforce agencies, homeless service providers, educational programs, mainstream resources, and employers

### Short Term Action Items

1. Work with economic development organizations, chambers of commerce and employers to identify “second chance” career opportunities in growth sectors of the community with low barriers to employment and the possibility of advancement.
2. Inventory educational and training opportunities to support career opportunities. Collaborate with Hillsborough County Public Schools career centers, Hillsborough Community College, Hillsborough Education Foundation, local human resources professionals and area vocational schools to develop and use training programs that will result in job placement.
3. Use existing resources and develop new ones to ensure transportation to job interviews and work.
4. Convene the leadership of Workforce Florida, Department of Children and Services and Vocational Rehabilitation to identify strategies and resources to support the employment of the homeless and formerly homeless.
5. Expand the use of internships, job shadowing, on-the-job training, job clubs and job coaches to increase employment opportunities for people experiencing homelessness.
6. Document successful employment programs, locally and across the nation.
7. Explore opportunities for growth of existing local programs.
8. Convene a task force to identify how service providers can help their clients take advantage of services offered by Workforce Florida. Develop and provide a training

- curriculum geared to people working in both arenas: services and employment.
9. Determine how progress will be measured, how services will be evaluated, and define the ultimate goals of the priority.
  10. Take advantage of the priority placement of homeless children in early childhood education program (Look up)

#### **Long Term/Ongoing Action Items**

1. Recruit local employers to identify specific job opportunities.
2. Create a Peer-to-Peer support program to help people looking for work. This model might also be used for employers who want to hire someone who has experienced homelessness.
3. Lobby the state to have a portion of any hiring tax credits/incentives set aside in a “lawsuit protection fund” as an additional incentive to employers.
4. Identify and fund childcare slots for parents who are searching for work or applying for benefits. These slots target people who do not yet qualify for work-related slots. Include creative opportunities for childcare in non-traditional hours to allow parents to accept employment during second and third shifts.
5. Create and implement a plan for transition services that are available to people entering the workforce to ensure that there is an appropriate tapering off of benefits rather than an abrupt end.

## **STRATEGIC PRIORITY 3: ADOPTION AND IMPLEMENTATION OF SUPPORTED MODELS OF INTERVENTION**

**Goal:** Strategically view all of the housing and services available in Hillsborough County through analysis of program models. This will help determine the best method of ending homelessness for all subpopulations of individuals and families within the community.

**Overview:** Program models have helped communities implement some of the necessary requirements envisioned under the HEARTH Act (See Appendix B: Glossary of Key Terms), such as increased performance and centralized/coordinated intake.

Evidence-based practices have shown that communities that employ a housing first model have higher outcomes than those that do not. Tampa will work with service providers to employ the appropriate amount of services needed to help an individual remain stably housed.

### **Key Objectives:**

- Identify needed program types for each sub-population within Hillsborough County.
- Outcomes for each intervention are met or exceeded.

### **Efforts Currently Under way**

1. As part of the RFP for HUD funding, models were adopted for interventions funded by HUD, including permanent supportive housing, abstinence-based permanent supportive housing, rapid rehousing and transitional housing. The models include essential elements, target populations and expected outcomes.
2. Training is being provided in the use of the SPDAT, Rapid Rehousing and Housing First.

### **Short Term Action Items**

1. Define additional model types as well as their essential program elements, time frames, population, and desired/expected outcomes, using the Chicago Alliance to End Homelessness' chart as a model.
2. Identify agencies that are leaders in the field for each subpopulation served.
3. Identify the best housing situation for each subpopulation existing within the community.
4. Expand provider response beyond a "9-to-5" office hour approach. Offer some responses in evenings and weekends, particularly for vulnerable people who may not be able to navigate a traditional system.

### **Long Term/Ongoing Action Items**

1. Establish who the best providers are in the community for each housing type listed in the Program Model Chart.
2. Enlist providers to oversee the progress of housing each subpopulation.

## **STRATEGIC PRIORITY 4: CRISIS RESPONSE SYSTEM**

**Goal:** All individuals, regardless of how they enter the system, are given the same level of services to assist their permanent exit from homelessness. Everyone seeking help has access to appropriate and timely assistance.

**Overview:** ???

### **Key Objectives:**

- Immediate shelter is available for families with children, youth and other vulnerable individuals due to age or state of health.
- 60 percent of those who enter interim housing exit to permanent housing.
- Length of time in interim housing is less than six months

### **Efforts Currently Underway:**

- A coordinated intake and assessment model determines appropriate services and referrals among all providers funded by HUD, the county, or the City of Tampa, will be established February 1, 2014.
- Hillsborough County has issued an RFP and received proposals to establish an interim housing program that provides short-term emergency and bridge housing to individuals and families. The program is focused on permanent housing solutions.

### **Short-term Actions:**

### **Long-term/Ongoing Actions:**

1. Implement coordinated outreach system for the Hillsborough County as a whole.

## **STRATEGIC PRIORITY 5: COMMUNITY ENGAGEMENT**

**Goal:** Those that assist the homeless do so in a coordinated fashion that is focused on housing individuals and families first, and assisting them with the services they might need once they are housed.

**Overview:** Homelessness can only be ended in Tampa if the homeless response system acts as a system, collectively channeling the resources of governments, private donors and faith based groups.

### **Key Objectives:**

- Create a unified vision that includes the public sector, private sector and service providers
- Volunteers, faith-based and community groups support efforts to house the homeless

### **Short Term Action Items**

1. Establish ambassadors to speak to community groups about the strategies being pursued and how they can get involved
2. Develop a new mechanism for communicating with agency CEOs

### **Long Term/Ongoing Action Items**

1. Develop a plan for both internal (within the homeless system) and external (the broader community) communication
2. Support the development of a coordinated assessment model that determines appropriate services and referrals
3. Train housing providers in methods of providing services using the Housing First model
4. Explore service model for homeless prevention programs



## **STRATEGIC PRIORITY 6: PERFORMANCE MEASURES, DATA AND ACCOUNTABILITY**

**Goal:** Clear performance measures are identified for the system as a whole, as well as for individual programs. Data is collected and reported frequently. Everyone is held accountable.

**Overview:** HEARTH lays out six basic performance measures for all communities receiving HEARTH resources:

- Decrease Point-in-Time count
- Increase emergency shelter diversions
- Reduce length of time people are homeless
- Increase income of assisted households
- Increase permanent housing exits
- Reduce recidivism

### **Key Objectives:**

- Identify needed program types within Hillsborough County.
- Establish a system for measuring the progress of ending homelessness for each subpopulation.

### **Short Term Action Items**

1. Establish the 2014 Point-in-Time count as the baseline. Undertake additional measures to reach youth and veterans, particularly the chronically homeless.
2. Based on the data gleaned from the 2014 count, conduct an analysis of the current supply of housing and service resources and determine how this aligns with the demand in the community.
3. Hold all agencies, regardless of their funding sources, to the goal of increasing coordination, outcomes, and systems integration in the community. Encourage all funders of housing and services for homeless people to require recipients to participate in the HMIS system and in the Coordinated Intake and Assessment system
4. Demonstrate to providers how the HMIS system can help them do their work as a strategy for persuading them to participate.
5. Create transparency at all levels to ensure that data is accurate and effectively used to measure progress toward ending homelessness in Hillsborough County.
6. Measure progress toward goals, report to providers monthly and establish a system of technical assistance for programs not meeting performance goals.
7. Provide a report on the system as a whole quarterly.
8. Report on progress and performance (and implementation of these strategies) to the larger community and the media annually.

### **Long Term/Ongoing Action Items**

- 1 Design and implement a performance evaluation tool that not only measures the required outcomes, but that incentivizes the best practices that make those outcomes possible.

## STRATEGIC PRIORITY 7: DISCHARGE PLANNING

Goal: ???

**Overview:** Many individuals who are homeless in Hillsborough County have come in contact with county hospitals, jails, treatment facilities and the state foster care system and are discharged into homelessness. In the first nine months of 2013, **20% of the people who entered the homeless system came directly from institutions.** Formal agreements or policies around discharge planning, re-entry or respite care are important to have in place. There are opportunities within the systems, including hospitals, correctional facilities, residential mental health, addiction treatment and the child welfare system to ensure that everyone has housing to go to when they are discharged, other than the homeless system.

### **Mental Illness in Hillsborough:**

In Hillsborough County, it is estimated that the prevalence of serious mental illness is between 11 percent and 18.9 percent for men and between 21.7 percent and 42.1 percent among women. More than 500 inmates are on psychotropic medications each month and in a sample of 575 inmates with mental illness, the average number of arrests in their lifetime was 11.  
(Source: XXX)

### **Key Objectives:**

- House people who cycle between hospitals, jails and homelessness at great expense to the community
- Establish zero tolerance for discharging people from institutions into homelessness, including the homeless system of care.

**Efforts Currently Underway: ???**

### **Short-term Action Items:**

1. Work closely with criminal justice system and area hospitals to:
  - a. Establish interventions to house and serve people who cycle between hospitals, jails and homelessness.
  - b. Prevent others from becoming homeless as a result of a crisis and inadequate planning prior to discharge.
  - c. Explore models like Critical Time Intervention <http://www.criticaltime.org> [to be summarized in a box]
  - d. Establish a data collection system to monitor progress.
2. Review and revise all current Memorandums of Understanding with local institutions, including hospitals, jails, treatment facilities, the state foster care system and the juvenile justice system.

**Long term/Ongoing Action Items:**

1. Identify funding and licensure for recuperative care center services and their capacity to receive clients discharging from institutions who need continued medical assistance.

## ACKNOWLEDGEMENTS

## APPENDIX A

Box with names of the agencies

-List 26 agencies (80+ programs) – Appendix with number of beds that each has.

# APPENDIX B

## GLOSSARY OF KEY TERMS

**Annual Homeless Assessment Report (AHAR):** Report to the U.S. Congress on the extent and nature of homelessness.

**Area Median Income (AMI):** Midpoint in the family-income range for a particular geographic area. In 2013, the AMI in Tampa/Hillsborough for a family of four is \$56,800 and for an extremely low income family of four, defined as having 30% of AMI, or \$17,050.

**Asset-Based Services:** An approach that values the capacity, skills, knowledge, connections, and potential in individuals and works to build upon people's assets in order to move toward self-sufficiency.

**Chronically Homeless:** Individual or family who has been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years, and usually has a disabling condition.

**Emergency Shelter:** Low-demand, site-based, short-term housing designed to remove individuals and families from the imminent danger of being on the street.

**Harm Reduction:** A range of policies and services designed to reduce the harmful consequences associated with drug use and other high-risk activities in order to maintain housing stability.

**HEARTH Act:** The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 reauthorized the McKinney-Vento Homeless Assistance Act which provides \$54 million to Chicago annually – the single largest source of funding for Chicago's homeless assistance system.

**Homeless Management Information System (HMIS):** Computerized data collection system designed to capture client-level information on characteristics and service needs.

**Homeless Prevention:** Short-term (0-3 months) and medium-term (4-18 months) financial assistance and stabilization services to prevent shelter entrance and promote housing retention.

**Housing First:** Rather than moving homeless individuals and families through different "levels" of housing until they are "housing ready," this strategy moves households immediately from the streets, emergency shelter, or interim housing into their own housing with wraparound services and rental assistance.

**Housing Inventory Chart (HIC):** Annually-updated collection of the number of housing units and beds dedicated to serve individuals and families experiencing homelessness.

**Interim Housing** (also referred to as Emergency/Bridge Housing): Short-term housing program that provides housing-focused services aimed at quickly re-housing persons who are homeless into appropriate permanent housing.

**Mainstream Resources:** Services made available to the general population including mental health services, substance use treatment, income supports, health care, education, job training, and child care.

**Permanent Housing with Short-Term Supports:** Short-term housing subsidy (up to two years) with wraparound supportive services. At the end of the subsidy, client can transition to assume the lease.

**Permanent Supportive Housing (PSH):** Long-term rental assistance with supportive services. Majority of programs serve people with disabilities, but requirements vary by subsidy source.

**Point in Time Count (PIT):** A HUD-required count during the last 10 days in January of all individuals and families in shelter and on the streets.

**Rapid Rehousing (RRH):** Short-term housing subsidy and strategic case management provided to persons who are homeless in order to reduce the length of time households spend homeless and increase the rate at which households are placed into permanent housing.

**Shelter Diversion:** At the point of shelter entry, providing temporary alternative housing options when appropriate in order to divert households away from homelessness.

**Systems Integration:** A strategy to identify barriers to resources and then develop, coordinate, and improve the availability, quality, and comprehensiveness of resources. The goal is to improve consumer outcomes through greater access to resources within and across multiple service systems.

**Trauma-Informed Care:** An approach to engaging people with histories of trauma that recognizes the presence of trauma symptoms and acknowledges the role that trauma has played in their lives.



# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

Finance Committee Report to the Board of Directors  
Friday, January 17, 2014

## **Members in Attendance**

Emery Ivery, Treasurer  
Craig Chamberlin  
Tom Fesler, representing Bonnie Wise

## **THHI Staff in Attendance**

Cathy James, Finance Manager

## **RECOMMENDATIONS TO THE BOARD**

- The Committee unanimously recommends approval of a Line of Credit in the amount of \$150,000 from PNC Bank (Motion by Chamberlin, seconded by Ivery).  
The terms are  
Amount - \$150,000  
Term – 1 year  
Rate – Wall Street Prime (3.25%) plus 0.75%  
UCC filing - \$128  
Annual fee – WAIVED by PNC (would have been \$375)  
The Credit Facility will be secured by first priority perfected security interests in all of the Borrower's non-real estate business assets, present and future and wherever located. The Credit Facility will be cross-collateralized with all other present and future obligations of Borrower to Bank.

## **ADDITIONAL INFORMATION**

- Financials for 11/30/2013 are attached.

Tampa Hillsborough Homeless Initiative Inc.  
For the 2 months ended November 30, 2013 - OPERATIONS ONLY

**NARRATIVE**

Grant revenue earned - Under budget by \$40,045. Funding from the County of \$18,750 per month was accrued in November for October and November even though billing has not begun. Billing of THHI personnel for SSVF and VHPD grants has not been submitted due to time constraints.

Other Earned Revenue -

Salaries & related expenses - Under budget by \$10,335.10. The HMIS position budgeted for all year was not filled until 12/2/2013. No part time personnel were needed.

Business insurance expenses -

Professional and Consulting expenses - Over budget by \$826.45. Amy Sawyer from the Interagency Council on Homelessness was brought in for the first board meeting.

Travel & Meetings expenses -

Non-Grant Program Services - over budget by \$9,261.72. Coordinated Intake & Assessment expenses will be funded by the County in the Amendment to the County Contract and will be moved to Pass Through for December. MLK property will be transferred to ACTS. Note that this category includes Advocacy costs, Point in Time Count expenses, Americorps VISTA costs, and the MLK property expenses.

General & Administrative expenses - over budget \$622.01 due to printing of training materials for the SPDAT training in Nov.

HMIS non-personnel expenses -

In-kind services of \$17,640 has been donated to THHI for Brand Identity Development

Tampa Hillsborough Homeless Initiative Inc.  
Balance Sheets

	<u>11/30/2013</u>	<u>10/31/2013</u>	<u>\$ Change</u>
<b>ASSETS</b>			
Current Assets			
Total Checking/Savings	165,267.19	87,641.94	77,625.25
Total Accounts Receivable	382,592.44	525,770.35	(143,177.91)
Total Other Current Assets	67,913.87	58,639.18	9,274.69
Total Current Assets	<u>615,773.50</u>	<u>672,051.47</u>	<u>(56,277.97)</u>
Total Fixed Assets	583,152.91	574,877.91	8,275.00
Total Other Assets	50.00	50.00	0.00
<b>TOTAL ASSETS</b>	<u>1,198,976.41</u>	<u>1,246,979.38</u>	<u>(48,002.97)</u>
<b>LIABILITIES &amp; EQUITY</b>			
Liabilities			
Current Liabilities			
Total Accounts Payable	41,274.66	97,694.92	(56,420.26)
Total Other Current Liabilities	35,033.19	26,963.00	8,070.19
Total Current Liabilities	<u>76,307.85</u>	<u>124,657.92</u>	<u>(48,350.07)</u>
Long Term Liabilities			
25000 - Contingent Liability	390,750.00	390,750.00	0.00
Total Long Term Liabilities	<u>390,750.00</u>	<u>390,750.00</u>	<u>0.00</u>
Total Liabilities	467,057.85	515,407.92	(48,350.07)
Equity			
30100 - Unrestrict (retained earnings)	740,602.01	740,602.01	0.00
31000 - Opening Bal Equity	6,720.66	6,720.66	0.00
33000 - Temporarily Restr. Net Assets	14,465.00	14,465.00	0.00
Net Income	(29,869.11)	(30,216.21)	347.10
Total Equity	<u>731,918.56</u>	<u>731,571.46</u>	<u>347.10</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u>1,198,976.41</u>	<u>1,246,979.38</u>	<u>(48,002.97)</u>

**Tampa Hillsborough Homeless Initiative Inc.**  
**Profit & Loss**  
**November 2013**

	Actual	Budget	\$ Over (Under) Budget
Ordinary Income/Expense			
Income			
40000 · Grants Received - Pass Throughs	158,990.37	0.00	158,990.37
50000 · Earned Revenues & Other Income	75,360.71	77,449.00	(2,088.29)
<b>Total Income</b>	<b>234,351.08</b>	<b>77,449.00</b>	<b>156,902.08</b>
<b>Gross Profit</b>	<b>234,351.08</b>	<b>77,449.00</b>	<b>156,902.08</b>
Expense			
60000 · Corporate Operations	79,358.67	77,499.00	1,859.67
80000 · Grant Pass Throughs	154,645.31	0.00	154,645.31
<b>Total Expense</b>	<b>234,003.98</b>	<b>77,499.00</b>	<b>156,504.98</b>
<b>Net income (Loss)</b>	<b>347.10</b>	<b>(50.00)</b>	<b>397.10</b>

**Tampa Hillsborough Homeless Initiative Inc.  
Profit & Loss -OPERATIONS ONLY  
November 2013**

	Actual	Budget	\$ Over (Under) Budget
50000 · Earned Revenues & Other Income			
51000 · Federal Programs			
51103 · HUD-HMIS 2013-2014	23,200.00	23,200.00	0.00
51200 · HUD HIV/AIDS Leasing Program	223.00	170.00	53.00
51300 · HUD VHPD Administration	0.00	6,000.00	(6,000.00)
51310 · HUD VHPD Data Collection	0.00	5,155.00	(5,155.00)
51330 · HUD VHPD Check Processing	1,341.89	1,000.00	341.89
51650 · HUD Home 2 Admin	1,553.37	1,000.00	553.37
51655 · Home3 Admin Costs	45.20	1,000.00	(954.80)
51710 · VA SSVF 14-FL-027	0.00	12,031.00	(12,031.00)
<b>Total 51000 · Federal Programs</b>	<b>26,363.46</b>	<b>49,556.00</b>	<b>(23,192.54)</b>
52000 · State of Florida Programs			
52100 · DCF-Coalition Assistance	7,142.85	7,143.00	(0.15)
<b>Total 52000 · State of Florida Programs</b>	<b>7,142.85</b>	<b>7,143.00</b>	<b>(0.15)</b>
53000 · Board of County Commissioners			
53205 · BOCC 2013-2014 Document 13-1243	37,500.00	18,750.00	18,750.00
<b>Total 53000 · Board of County Commissioners</b>	<b>37,500.00</b>	<b>18,750.00</b>	<b>18,750.00</b>
55000 · Plant City Housing Authority			
55100 · PC S+C Chronic Admin	700.34	1,000.00	(299.66)
55200 · PC S+C Family Admin	1,200.00	1,000.00	200.00
<b>Total 55000 · Plant City Housing Authority</b>	<b>1,900.34</b>	<b>2,000.00</b>	<b>(99.66)</b>
57000 · Other Earned Revenue			
58300 · Rental Income - MLK property	2,354.00	0.00	2,354.00
58600 · Donations from the public	99.26	0.00	99.26
58900 · Interest income	0.80	0.00	0.80
<b>Total 57000 · Other Earned Revenue</b>	<b>2,454.06</b>	<b>0.00</b>	<b>2,454.06</b>
<b>Total 50000 · Earned Revenues &amp; Other Income</b>	<b>75,360.71</b>	<b>77,449.00</b>	<b>(2,088.29)</b>

**Tampa Hillsborough Homeless Initiative Inc.  
Profit & Loss - OPERATIONS ONLY  
November 2013**

	Actual	Budget	\$ Over (Under) Budget
<b>Expense</b>			
60000 · Corporate Operations			
61000 · Salaries & related expense			
61100 · Salaries	46,264.16	51,233.00	(4,968.84)
61125 · Additional Compensation to CEO	1,509.22	1,582.00	(72.78)
61130 · Performance Bonus	4,004.00	2,002.00	2,002.00
61200 · Payroll Taxes & Benefits			
61210 · Payroll Taxes-employer FICA	3,643.12	4,040.00	(396.88)
61220 · Payroll Taxes-FUTA & SUTA	30.60	0.00	30.60
61230 · Group Health Insurance	8,088.52	7,022.00	1,066.52
61250 · Retirement Plan Contributions	2,866.40	3,169.00	(302.60)
61260 · Insurance - Workers Comp	400.00	200.00	200.00
<b>Total 61200 · Payroll Taxes &amp; Benefits</b>	<b>15,028.64</b>	<b>14,431.00</b>	<b>597.64</b>
<b>Total 61000 · Salaries &amp; related expense</b>	<b>66,806.02</b>	<b>69,248.00</b>	<b>(2,441.98)</b>
65000 · Professional & Consult. Expense			
65100 · Audit and Accounting Fees	1,500.00	750.00	750.00
65200 · Consultant	115.84	0.00	115.84
<b>Total 65000 · Professional &amp; Consult. Expense</b>	<b>1,615.84</b>	<b>750.00</b>	<b>865.84</b>
66000 · Travel & Meetings Expense			
66100 · Meeting expenses	42.99	200.00	(157.01)
66200 · Travel and conference expenses			
66220 · Staff travel - Transportation	25.00	25.00	0.00
66230 · Staff travel - Lodging	129.23	0.00	129.23
<b>Total 66200 · Travel and conference expenses</b>	<b>154.23</b>	<b>25.00</b>	<b>129.23</b>
<b>Total 66000 · Travel &amp; Meetings Expense</b>	<b>197.22</b>	<b>225.00</b>	<b>(27.78)</b>

**Tampa Hillsborough Homeless Initiative Inc.  
Profit & Loss -OPERATIONS ONLY  
November 2013**

	Actual	Budget	\$ Over (Under) Budget
67000 · Non-Grant Program Services			
67035 · Coordinated Intake & Assessment	2,276.14	0.00	2,276.14
67310 · AmeriCorps VISTA costs	173.08	0.00	173.08
67400 · MLK property - Operating exp.			
67405 · MLK Management fee	1,770.42	0.00	1,770.42
67410 · MLK-Insurance	700.00	0.00	700.00
67415 · MLK-Utilities	30.71	0.00	30.71
67420 · MLK-Security	183.84	0.00	183.84
67425 · MLK-Maintenance & Supplies	103.27	0.00	103.27
Total 67400 · MLK property - Operating exp.	2,788.24	0.00	2,788.24
67500 · Miscellaneous Svcs - Unfunded	310.95	300.00	10.95
Total 67000 · Non-Grant Program Services	5,548.41	300.00	5,248.41
68000 · General & Administrative Exp.			
68110 · Bank Service Charges	123.17	100.00	23.17
68130 · Corporate business expenses	43.75	0.00	43.75
68140 · Office equipment not capitali	0.00	22.00	(22.00)
68145 · Computer network R&M	779.98	1,120.00	(340.02)
68160 · Copier lease & maintenance	2,216.68	1,000.00	1,216.68
68180 · Office Supplies	164.95	250.00	(85.05)
68190 · Outside printing	283.79	150.00	133.79
68200 · Postage, Shipping, Delivery	93.52	100.00	(6.48)
68210 · Websites and connectivity	219.95	100.00	119.95
68220 · Software license fees	50.00	0.00	50.00
68240 · Telephone & telecommunications	742.44	1,000.00	(257.56)
68900 · Office expenses	442.96	300.00	142.96
Total 68000 · General & Administrative Exp.	5,161.19	4,142.00	1,019.19

**Tampa Hillsborough Homeless Initiative Inc.**  
**Profit & Loss - OPERATIONS ONLY**  
**November 2013**

	Actual	Budget	\$ Over (Under) Budget
69000 · HMIS Costs			
80600 · HMIS - Services	29.99	2,500.00	(2,470.01)
80700 · HMIS - Software	0.00	334.00	(334.00)
Total 69000 · HMIS Costs	29.99	2,834.00	(2,804.01)
Total 60000 · Corporate Operations	79,358.67	77,499.00	1,859.67
Net Income (Loss)	(3,997.96)	(50.00)	(3,947.96)



**Tampa Hillsborough Homeless Initiative Inc.**  
**Profit & Loss**  
**For the 2 months ended November 30, 2013**

	Actual	Budget	\$ Over (Under) Budget
Ordinary Income/Expense			
Income			
40000 · Grants Received - Pass Throughs	354,578.45	0.00	354,578.45
50000 · Earned Revenues & Other Income	114,852.84	154,898.00	(40,045.16)
Total Income	<u>469,431.29</u>	<u>154,898.00</u>	<u>314,533.29</u>
Expense			
60000 · Corporate Operations	152,622.06	159,848.00	(7,225.94)
80000 · Grant Pass Throughs	346,678.34	0.00	346,678.34
Total Expense	<u>499,300.40</u>	<u>159,848.00</u>	<u>339,452.40</u>
Net Ordinary Income	(29,869.11)	(4,950.00)	(24,919.11)
Other Income/Expense			
Other Income			
93000 · In Kind Donation of goods/svs	17,640.00	0.00	0.00
Total Other Income	<u>17,640.00</u>	<u>0.00</u>	<u>17,640.00</u>
Other Expense			
93500 · Donated Brand Identity Developm	17,640.00	0.00	0.00
Total Other Expense	<u>17,640.00</u>	<u>0.00</u>	<u>17,640.00</u>
Net Other Income	0.00	0.00	0.00
Net Income (Loss)	<u>(29,869.11)</u>	<u>(4,950.00)</u>	<u>(24,919.11)</u>

**Tampa Hillsborough Homeless Initiative Inc.  
 Profit & Loss -OPERATIONS ONLY  
 For the 2 months ended November 30, 2013**

	Actual	Budget	\$ Over (Under) Budget
50000 · Earned Revenues & Other Income			
51000 · Federal Programs			
51103 · HUD-HMIS 2013-2014	46,400.00	46,400.00	0.00
51200 · HUD HIV/AIDS Leasing Program	446.00	340.00	106.00
51300 · HUD VHPD Administration	1,103.85	12,000.00	(10,896.15)
51310 · HUD VHPD Data Collection	1,054.06	10,310.00	(9,255.94)
51330 · HUD VHPD Check Processing	2,961.03	2,000.00	961.03
51650 · HUD Home 2 Admin	1,938.90	2,000.00	(61.10)
51655 · Home3 Admin Costs	45.20	2,000.00	(1,954.80)
51710 · VA SSVF 14-FL-027	0.00	24,062.00	(24,062.00)
Total 51000 · Federal Programs	53,949.04	99,112.00	(45,162.96)
52000 · State of Florida Programs			
52100 · DCF-Coalition Assistance	14,285.70	14,286.00	(0.30)
Total 52000 · State of Florida Programs	14,285.70	14,286.00	(0.30)
53000 · Board of County Commissioners			
53205 · BOCC 2013-2014 Document 13-1243	37,500.00	37,500.00	0.00
Total 53000 · Board of County Commissioners	37,500.00	37,500.00	0.00
55000 · Plant City Housing Authority			
55100 · PC S+C Chronic Admin	1,607.56	2,000.00	(392.44)
55200 · PC S+C Family Admin	2,516.80	2,000.00	516.80
Total 55000 · Plant City Housing Authority	4,124.36	4,000.00	124.36
57000 · Other Earned Revenue			
58300 · Rental Income - MLK property	4,708.00	0.00	4,708.00
58600 · Donations from the public	284.26	0.00	284.26
58900 · Interest income	1.48	0.00	1.48

**Tampa Hillsborough Homeless Initiative Inc.  
Profit & Loss -OPERATIONS ONLY  
For the 2 months ended November 30, 2013**

	Actual	Budget	\$ Over (Under) Budget
Total 57000 · Other Earned Revenue	4,993.74	0.00	4,993.74
Total 50000 · Earned Revenues & Other Income	114,852.84	154,898.00	(40,045.16)
Expense			
60000 · Corporate Operations			
61000 · Salaries & related expense			
61100 · Salaries	93,259.14	102,466.00	(9,206.86)
61125 · Additional Compensation to CEO	3,018.44	3,164.00	(145.56)
61130 · Performance Bonus	4,004.00	4,004.00	0.00
61200 · Payroll Taxes & Benefits			
61210 · Payroll Taxes-employer FICA	7,342.17	8,080.00	(737.83)
61220 · Payroll Taxes-FUTA & SUTA	61.20	0.00	61.20
61230 · Group Health Insurance	14,299.30	14,044.00	255.30
61250 · Retirement Plan Contributions	5,776.65	6,338.00	(561.35)
61260 · Insurance - Workers Comp	400.00	400.00	0.00
Total 61200 · Payroll Taxes & Benefits	27,879.32	28,862.00	(982.68)
Total 61000 · Salaries & related expense	128,160.90	138,496.00	(10,335.10)
62000 · Insurance Expense			
62400 · Insurance Professional D&O	2,172.74	2,600.00	(427.26)
Total 62000 · Insurance Expense	2,172.74	2,600.00	(427.26)
65000 · Professional & Consult. Expense			
65100 · Audit and Accounting Fees	1,500.00	1,500.00	0.00
65200 · Consultant	826.45	0.00	826.45
Total 65000 · Professional & Consult. Expense	2,326.45	1,500.00	826.45
66000 · Travel & Meetings Expense			

**Tampa Hillsborough Homeless Initiative Inc.**  
**Profit & Loss - OPERATIONS ONLY**  
**For the 2 months ended November 30, 2013**

	Actual	Budget	\$ Over (Under) Budget
66100 · Meeting expenses	316.55	2,500.00	(2,183.45)
66200 · Travel and conference expenses			
66220 · Staff travel - Transportation	546.58	50.00	496.58
66230 · Staff travel - Lodging	218.23	0.00	218.23
Total 66200 · Travel and conference expenses	764.81	50.00	714.81
Total 66000 · Travel & Meetings Expense	1,081.36	2,550.00	(1,468.64)
67000 · Non-Grant Program Services			
67035 · Coordinated Intake & Assessment	2,276.14	0.00	2,276.14
67310 · AmeriCorps VISTA costs	396.48	0.00	396.48
67400 · MLK property - Operating exp.			
67405 · MLK Management fee	3,540.84	0.00	3,540.84
67410 · MLK-Insurance	700.00	0.00	700.00
67415 · MLK-Utilities	56.42	0.00	56.42
67420 · MLK-Security	722.27	0.00	722.27
67425 · MLK-Maintenance & Supplies	578.27	0.00	578.27
Total 67400 · MLK property - Operating exp.	5,597.80	0.00	5,597.80
67500 · Miscellaneous Svcs - Unfunded	1,591.30	600.00	991.30
Total 67000 · Non-Grant Program Services	9,861.72	600.00	9,261.72
68000 · General & Administrative Exp.			
68110 · Bank Service Charges	255.87	200.00	55.87
68130 · Corporate business expenses	43.75	0.00	43.75
68140 · Office equipment not capital	0.00	44.00	(44.00)
68145 · Computer network R&M	1,641.63	2,240.00	(598.37)
68150 · Books, Subscriptions, Reference	63.03	0.00	63.03
68160 · Copier lease & maintenance	3,334.30	2,000.00	1,334.30
68180 · Office Supplies	305.14	500.00	(194.86)

**Tampa Hillsborough Homeless Initiative Inc.  
 Profit & Loss -OPERATIONS ONLY  
 For the 2 months ended November 30, 2013**

	Actual	Budget	\$ Over (Under) Budget
68190 · Outside printing	491.90	300.00	191.90
68200 · Postage, Shipping, Delivery	233.12	200.00	33.12
68210 · Websites and connectivity	439.90	200.00	239.90
68220 · Software license fees	100.00	0.00	100.00
68240 · Telephone & telecommunications	1,387.02	2,000.00	(612.98)
68260 · Maint. & Repairs - Corp. office	10.35	0.00	10.35
68900 · Office expenses	682.89	750.00	(67.11)
<b>Total 68000 · General &amp; Administrative Exp.</b>	<b>8,306.01</b>	<b>7,684.00</b>	<b>622.01</b>
<b>69000 · HMIS Costs</b>			
80600 · HMIS - Services	29.99	5,000.00	(4,970.01)
80700 · HMIS - Software	0.00	668.00	(668.00)
<b>Total 69000 · HMIS Costs</b>	<b>29.99</b>	<b>5,668.00</b>	<b>(5,638.01)</b>
<b>Total 60000 · Corporate Operations</b>	<b>151,939.17</b>	<b>159,098.00</b>	<b>(7,158.83)</b>
<b>Net Income (Loss)</b>	<b>(37,086.33)</b>	<b>(4,200.00)</b>	<b>(32,886.33)</b>

**Tampa Hillsborough Homeless Initiative Inc.**  
**A/R Aging Summary**  
**As of November 30, 2013**

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL	NOTES
Veterans Administration							
SSVF 12-FL-027 - Year 3	37,823.97	0.00	0.00	0.00	0.00	37,823.97	Draw made 12/5/2013
Total Veterans Administration	37,823.97	0.00	0.00	0.00	0.00	37,823.97	
Plant City Housing Authority							
S+C grants beginning 10/1/2013	25,654.55	30,024.25	0.00	0.00	0.00	55,678.80	Delay caused by problems with prior grant close out. Emailed to Plant City 1/10/2014
S+C Grant 2007 to 9/30/2013	0.00	0.00	0.00	24,169.44	24,326.47	48,495.91	Paid 1/9/2014 - grant closed
Total Plant City Housing Authority	25,654.55	30,024.25	0.00	24,169.44	24,326.47	104,174.71	
City of Tampa							
City Funding	0.00	0.00	0.00	13,750.00	0.00	13,750.00	Fin. Mgr. to follow up
Total City of Tampa	0.00	0.00	0.00	13,750.00	0.00	13,750.00	
Department of Housing & Urban Development							
SPHA OSD 04 01 2013 - FL0016L4H011204	2,553.00	0.00	0.00	0.00	0.00	2,553.00	Draw will be made 1/17/2014
HMS 2013-2014 - FL0027L4H011205	23,200.00	0.00	0.00	0.00	0.00	23,200.00	Draw made 12/3/2013
Home3 - FL0403B4H011100	13,802.64	0.00	0.00	0.00	0.00	13,802.64	Draw will be made 1/17/2014
Home2 - FL0370B4H011000	14,183.44	0.00	0.00	0.00	0.00	14,183.44	Draw made 12/27/2013
VHPD-FL001VB4H010900	89,499.60	0.91	0.00	0.00	0.00	89,500.51	Draw made 12/16/2013
Total Department of Housing & Urban Development	143,238.68	0.91	0.00	0.00	0.00	143,239.59	
Department of Children & Families							
2013-2014 Coalition Staffing	7,142.85	7,142.85	0.00	0.00	0.00	14,285.70	Oct. paid 12/6/2013, Nov. unpaid
Total Department of Children & Families	7,142.85	7,142.85	0.00	0.00	0.00	14,285.70	
Board of County Commissioners							
First Mod. Document 12-0867 10Yr Plan \$100K	0.00	0.00	0.00	37,980.47	0.00	37,980.47	Delay caused by new County system
Total Board of County Commissioners	0.00	0.00	0.00	37,980.47	0.00	37,980.47	
Spring of Tampa Bay	0.00	0.00	0.00	0.00	983.00	983.00	Paid 12/9/2013
Volunteers of America of Florida	0.00	0.00	0.00	0.00	1,984.00	1,984.00	Fin. Mgr. to follow up
Mental Health Care	0.00	0.00	0.00	0.00	8,767.00	8,767.00	Fin. Mgr. to follow up
Tampa Housing Authority	0.00	1,636.00	1,495.00	1,495.00	14,978.00	19,604.00	\$3,000 COC paid 1/14/2014, remainder is MLK rents due from ACTS at closing
<b>TOTAL</b>	<b>213,860.05</b>	<b>38,804.01</b>	<b>1,495.00</b>	<b>77,394.91</b>	<b>51,038.47</b>	<b>382,592.44</b>	

Tampa Hillsborough Homeless Initiative Inc.  
 A/P Aging Summary  
 As of November 30, 2013

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL	NOTES
ACTS	1,770.42	1,770.42	0.00	1,770.42	12,392.94	17,704.20	Management fees to be settle at closing
AT Conference	0.00	93.32	0.00	0.00	0.00	93.32	
Barrow's Gourmet Deli	0.00	42.99	0.00	0.00	0.00	42.99	
BOWMAN SYSTEMS, LLC	0.00	0.00	0.00	0.00	(4,640.00)	(4,640.00)	
Bright House Networks	0.00	219.95	0.00	0.00	0.00	219.95	
CMK Construction, Inc.	0.00	8,275.00	0.00	0.00	0.00	8,275.00	Renovations to office
Copy Concepts-Maintenance	0.00	1,672.09	0.00	0.00	0.00	1,672.09	
Copy Concepts, Inc-Lease	0.00	544.59	0.00	0.00	0.00	544.59	
Dell Financial Services	0.00	0.00	0.00	0.00	(4.22)	(4.22)	
H2R Brewer, Barry - Avesta	650.00	0.00	0.00	0.00	0.00	650.00	Checks to Avesta were lost. Had to reissue
Intellig Tampa Bay, LLC	0.00	290.00	0.00	0.00	0.00	290.00	
IT Authorities, Inc.	22.50	(578.82)	(19.95)	0.00	0.00	(576.27)	
MLK-Doug Belden, Tax Collector	13.27	0.00	0.00	0.00	0.00	13.27	
MLK-TECO Common Area-1101 0419602	0.00	30.71	0.00	0.00	0.00	30.71	
MLK-Verizon for Alarm System	0.00	183.84	178.43	0.00	0.00	362.27	
MLK-Wayne Automatic Fire Sprinklers, Inc.	0.00	90.00	475.00	0.00	0.00	565.00	
Raymond James	2,866.40	2,910.25	0.00	0.00	0.00	5,776.65	
S+CCR Cauthen, Anthony - Avesta Homes LLC	513.50	0.00	0.00	0.00	0.00	513.50	Checks to Avesta were lost. Had to reissue
S+CCR Entralgo - Avesta Homes LLC	429.60	0.00	0.00	0.00	0.00	429.60	Checks to Avesta were lost. Had to reissue
S+CCR Hurley - Avesta Homes, LLC	645.00	0.00	0.00	0.00	0.00	645.00	Checks to Avesta were lost. Had to reissue
S+CCR Jones - Avesta Homes LLC	650.00	0.00	0.00	0.00	0.00	650.00	Checks to Avesta were lost. Had to reissue
S+CCR Jordan, Joseph - Avesta Homes LLC	715.00	0.00	0.00	0.00	0.00	715.00	Checks to Avesta were lost. Had to reissue
S+CCR Moss - Avesta Homes, LLC	466.00	0.00	0.00	0.00	0.00	466.00	Checks to Avesta were lost. Had to reissue
S+CCR Rios, Louise - Avesta Homes LLC	724.00	0.00	0.00	0.00	0.00	724.00	Checks to Avesta were lost. Had to reissue
S+CCR Shuman - Avesta Homes LLC	522.00	0.00	0.00	0.00	0.00	522.00	Checks to Avesta were lost. Had to reissue
S+C:FR Flanders - Avesta Homes	465.85	0.00	0.00	0.00	0.00	465.85	Checks to Avesta were lost. Had to reissue
S+C:FR Hamel - Avesta Homes, LLC	700.00	0.00	0.00	0.00	0.00	700.00	Checks to Avesta were lost. Had to reissue
S+C:FR Harris, Andre - Avesta Homes, LLC	715.00	0.00	0.00	0.00	0.00	715.00	Checks to Avesta were lost. Had to reissue
ShredGreen	0.00	45.00	0.00	0.00	0.00	45.00	
SSL Catholic Charities	407.50	407.50	0.00	407.50	1,222.50	2,445.00	
U-Haul of Florida	0.00	239.90	0.00	0.00	0.00	239.90	
Unlimited Printing	0.00	135.00	0.00	0.00	0.00	135.00	
Verizon Cell Phones	0.00	424.41	419.85	0.00	0.00	844.26	
<b>TOTAL</b>	<b>12,276.04</b>	<b>16,796.15</b>	<b>1,053.33</b>	<b>2,177.92</b>	<b>8,971.22</b>	<b>41,274.66</b>	

Homeless Coalition of Hillsborough County, Inc.  
 Schedule of Pass Through Grants Administered by HCHC  
 As of 11/30/2013

Program Title	Contract Dates	Total Award	Proportional Grant Dollars to date	Drawn/billed to date	Comment	Contract #
HUD Supportive Housing - SPAH	4/1/2013 to 3/31/2014	\$38,499.00	\$25,659.00	\$18,686.00	Draw will be made 1/17/2014	FL001614H011204
HUD Supportive Housing - Home 2	12/1/2011 to 11/30/2013	\$499,745.00	\$499,745.00	\$347,484.44	Final close out of this grant by 1/24/2014	FL0370B4H011000
HUD Supportive Housing - Home 3		\$513,702.00	\$42,809.00	\$0.00	6 clients have moved into housing. Draw will be made 1/17/2014	
HUD Supportive Housing - Plant City Shelter + Care	10/1/2013 to 9/30/2014	\$400,655.00	\$66,776.00	\$55,678.80		FL043914H011201 and FL043814H011201
HUD VHPD - Veterans Homelessness Prevention Demonstration	2/3/2011 to 2/2/2014	\$2,000,000.00	\$1,888,889.00	\$1,854,489.00	Grant close out in progress	FL001VB4H010900
VA SSVF - Supportive Services for Veteran Families	10/1/2013 to 9/30/2014	\$1,000,000.00	\$166,667.00	\$72,287.53	Sub-contractor Nov. billing has not been processed.	14-FL-027
Housing Finance Authority of Hillsborough County - Up & Out Program	Ongoing	20 units			Admin dollars of HFA of Hillsborough County to support 24 months of subsidized housing for 20 clients. HCHC has been offered 5 additional slots	



# TAMPA HILLSBOROUGH HOMELESS INITIATIVE

## Memo

**DATE:** January 15, 2014

**TO:** Maria Barcus, CEO

**FROM:** Lesa Weikel, Community Relations Manager

**RE:** Attached please find the following Communications documents for the January 21, 2014 THHI Board of Directors meeting.

### **Communications Plan Summary**

This document outlines the major components/elements of THHI communications plan over the next several months.

### **Brand Style Guide – Draft**

The brand identity for THHI is intended to show the organization as bold, fresh, transformed, high-powered, action oriented, welcoming and determined. Focusing on big, bold and simple elements, the guide includes specifications of organization colors, logos, 'arch' design, and proper use of these elements. This guide will help employees and partners properly utilize the organization's brand to ensure consistent messaging and branding across a range of marketing media. The use and parameters of the style guide will be used as the foundation for the creation of all THHI collateral and marketing material including brochures, website, letterhead and business cards, advertisements, etc.

The 'arch' design plays off of the 'arch' of the double 'h' in the logo and has an additional implication of reducing homelessness.

### **Brand Examples – Draft**

Based off of the proposed style guide, this document includes the proposed designs for THHI's business cards, letterhead, envelopes, Power Point presentation template, report covers as well as how the brand can be carried into advertisements.

To move forward with the development of the Website and other needed collateral material, I am requesting board approval of the Brand Style Guide and Examples during their January 21, 2014 meeting.

## **Bridgett McCormick**

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**From:** Lesa <Lesa@homelessofhc.org> on behalf of Maria Barcus <maria@homelessofhc.org>  
**Sent:** Thursday, May 01, 2014 10:57 AM  
**To:** Bob Buckhorn  
**Cc:** Bridgett McCormick; Maria Barcus  
**Subject:** 2014 Homeless Count Data Released - Overall number unchanged; Significant decreases in subpopulations  
**Attachments:** 2014 Homeless Count Results Presentation - Final.pdf; 2014 Homeless Count - Breakdown Demographics and Subpopulations.pdf

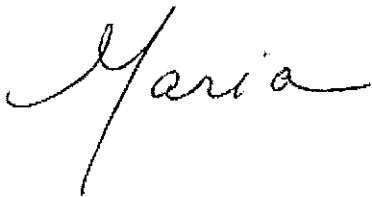
Good Morning Mayor Buckhorn,

At press conference this morning, THHI released the results of the 2014 Homeless Count that was conducted in Hillsborough County on February 27, 2014. Below is the press release regarding the results. Attached you will find both the presentation from this morning's press conference as well as a breakdown of the count results with demographics and sub-populations.

As a key leader in the community, I wanted to ensure that you received the information and data directly from THHI. If you have any questions about the results, please do not hesitate to contact me.

I look forward to continuing working with you to reduce and end homelessness in the Tampa-Hillsborough community.

Respectfully,



Maria P. Barcus, CEO  
1414 N. Marion Street  
Tampa, FL 33602  
(813) 223-6115, ext. 40



## **NEWS RELEASE**

FOR IMMEDIATE RELEASE

## **MEDIA CONTACT:**

Lesa Weikel, Community Relations Manager  
813-223-6115, ext. 45 (office) or 727-421-0240 (cell)  
Email: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

**Editor's Note:** the following documents are available on our website – [www.homelessofhc.org](http://www.homelessofhc.org).

- [2014 Homeless Count Results Presentation](#)
- [2014 Homeless Count Results – Demographics and Subpopulations](#)

### **2014 Homeless Count Data Released**

#### *Overall number unchanged; Significant decreases in subpopulations*

TAMPA, Fla. – (Thursday, May 1, 2014) – At a press conference this morning, the Tampa Hillsborough Homeless Initiative CEO Maria Barcus shared the results from the 2014 Homeless Count in Hillsborough County that was conducted on February 27, 2014. While the overall number of homeless people living in Hillsborough County in essence remained the same, this year's numbers show progress has been made.

On the day of the homeless count, 2,243 literally homeless men, women and children were counted compared to the 2,275 counted in 2013. There were significant decreases in the number of chronically homeless people, as well as in the number of literally homeless persons residing in homeless families (defined as two or more people) and in the number of homeless, non-chronic, non-veteran single individuals. Increases in the number of homeless veterans and their families, and unaccompanied youth offset the decreases in the other subpopulations.

"This year our analysis of the data went beyond basic demographics and looked deeper into five subpopulations," said Barcus. "By looking closely at these five subpopulations, we are able to identify the different needs each group has, plan for specific interventions, determine where the greatest needs exist, and better plan to meet the needs of the most vulnerable and most frequent users of homeless services."

The five subpopulations are: veterans and their families, chronically homeless - non veterans, unaccompanied youth, families as defined by households with two or more people and not in any of the above categories, and individuals not in any of the above categories. These subpopulations were identified and selected based on their distinct needs and indicated responses.

There was a 33 percent decrease in the number of non-veteran chronically homeless people compared to 2013. This subpopulation represents 15 percent of the total homeless population compared to 22 percent in 2013. Of the 337 non-veteran chronically homeless persons counted this year, most were unsheltered, 67 percent.

People living in families with two or more people, who are neither chronic, nor veteran affiliated declined by 20 percent, to 396 people living in 144 families. They represent 18 percent of the homeless population. In 2013, there were 493 homeless people residing in 201 families representing 22 percent of the homeless population.

The number of homeless individuals who are neither chronic nor veterans declined by 24 percent from 1,467 to 1,117. These individuals represent 50 percent of the homeless population. In 2013, they represented 64 percent of the total homeless population.

The two subpopulations with increases are also the two subpopulations that had a special focus during the count – veterans and unaccompanied youth. The focus was made because the 2013 numbers did not seem to reflect the numbers accessing services in the community.

Veterans and their families comprise 11 percent of the total populations and increased 47 percent, from 170 to 250 people.

Unaccompanied youth, aged 16 to 24, increased from just 4 in 2013 to 143 this year, which represent eight percent of the total population. Barcus noted that no unaccompanied youth under 18 were counted, and that because this population is incredibly difficult to reach this number may still be relatively low.

Another key data area analyzed was the sheltered vs. unsheltered homeless population. The unsheltered homeless population represents 49 percent of the total population, up from 41.5 percent in 2013. Of those unsheltered, 44 percent were non-chronic, non-veteran individuals, 23 percent were chronically homeless and 12 percent were veterans. This data helps to understand the homeless shelter and housing needs in the community.

During the press conference, Barcus took a moment to reflect on how Hillsborough County compares with other Florida communities as well as nationwide. Based on 2013 data, Hillsborough County is in line with other communities. The number of people experiencing homelessness per thousand population, shows Hillsborough has fewer people experiencing homelessness than Florida, the U.S. and comparable Florida continuums of care with the exception of Palm Beach. The unsheltered population is slightly higher than the US, but considerably less than Florida. Pinellas, Orlando and Jacksonville have more unsheltered homeless people relative to their population than Hillsborough.

Barcus then highlighted what the data shows in terms of programs and planning. Of key importance is that the data shows the Housing First approach to reducing and ending homelessness works as evidenced by the 29% reduction in the number of chronically homeless persons, including Veterans, through the 500 Homes Forward effort, which successfully housed 188 chronically homeless people in 2013.

Additionally, she stated that because the majority of literally homeless people are non-chronic, non-veterans individuals, this subpopulation must be a focus of efforts in order to reduce and end homelessness.

Barcus recognized that some in the community may simply look at the overall number and think that nothings been done in the past year.

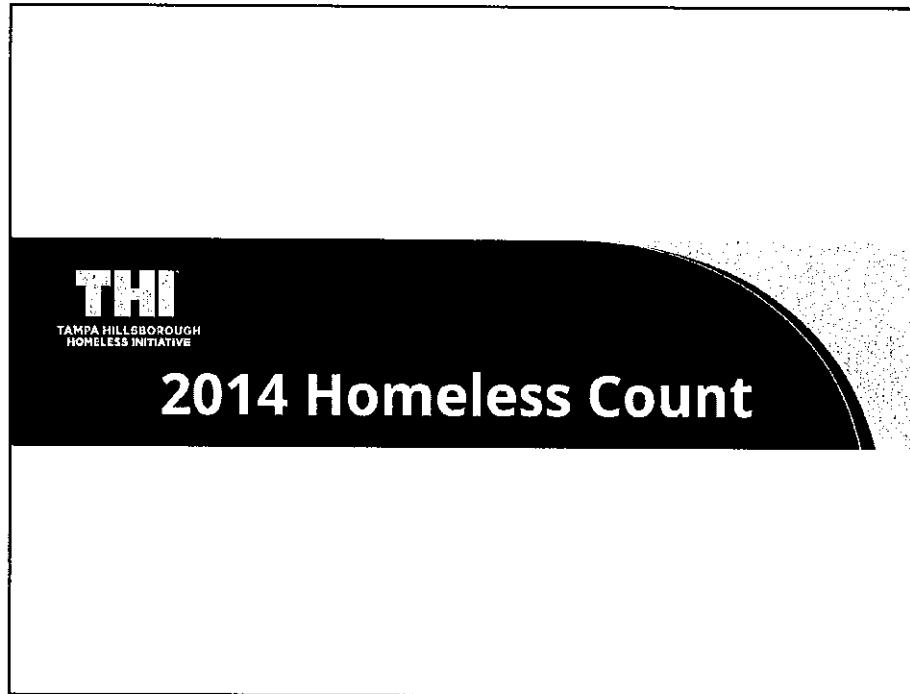
“Obviously the decreases in the subpopulations do in fact demonstrate progress has been made,” said Barcus. “Significant changes in the system of care were set in motion in the past six months, and the impact of these efforts won’t be fully evident until 2016.”

With this data and information, we now have the understanding and baseline data needed to complete an achievable community strategy to reduce and end homelessness that is based on best practices, measurable goals, targeting the greatest need while understanding and addressing the needs of the various subpopulations,” said Barcus.

The Tampa Hillsborough Homeless Initiative is a 501 (C) 3 organization whose mission is to bring together various entities, agencies, service organizations, and individuals to establish and maintain a concentrated effort to break the cycle of homelessness in Hillsborough County, Florida.

**###**

Lesa Weikel  
Tampa Hillsborough Homeless Initiative  
Community Relations Manager  
O: 813-223-6115, ext. 45  
F: 813-223-6178  
E: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

A graphic for the 2014 Homeless Count. It features a black curved banner at the top with the text "2014 Homeless Count". Below the banner is a white area containing two bullet points. The background of the banner is white with a black curved shape on the right side.

## 2014 Homeless Count

- February 27, 2014 in Hillsborough County
- Effectively transitioned from biennial to annual count to more closely track trends and the impact of programs towards the goal of ending homelessness

## **Purpose of the Count**

- Better understand who is experiencing homelessness
- Estimate the resources needed to reduce the number of people who experience homelessness
- Track Hillsborough's progress at reducing the number of people who experience homelessness
- Better understand the housing and service needs of those who experience homelessness, including both the people who are unsheltered and those who are in emergency and transitional programs
- Fulfill a federal funding requirement of the (HUD)

## **METHODOLOGY**

- Organized by THHI
- Several committees of staff and volunteers from service providers and the community
- Over 300 volunteers participated, volunteers from:
  - Various service providers
  - The VA
  - Hillsborough County employees
  - Tampa Police Department; Fire rescue
  - Hillsborough County Sherriff's Office; Fire and Rescue
  - Elected, community and business leaders
  - Everyday citizens from the community, including THHI's Board

## How and Who Was Counted

- 2-page survey was administered to gather information from each person encountered who was literally homeless, including
  - Living on the street
  - Encampments
  - Other places not meant for human habitation
  - Emergency shelters
  - Transitional housing
- Doubled up was not included
- For those who did not want to complete survey, information gleaned visually was reported

## How and Who Was Counted

Committees on Veterans and Unaccompanied Homeless Youth were established to help reach these populations, as both were identified as key subpopulations targets where data has been hard to obtain.



## Important to Note

- Always fall short - it is impossible to find everyone on a given day
- Cannot be compared with the actual number of people who will experience homelessness each year
- A snapshot - what homelessness in the community looks like on a single day
- Comparing results from one year to another, trends can be identified, used to better plan, measure progress and allow for necessary adjustments more timely.

## Total Number

- 2,243 literally homeless men, women and children were counted over the 14-hour day
- This year's numbers are consistent with last year's total number of 2,275 people
- Increases confidence in both year's results

## What Else Did We Learn? Some Basic Demographics

- Gender
  - 69% are males
  - 31% are female
- Age
  - 9% are children under the age of 18
  - 79% are between ages of 25 and 60

## Cause of Homelessness

- Of those who answered the question, most said they became homeless as a result of:
  - employment/financial reasons - 57%
  - family problems - 26%
  - medical/disability problems - 10%

## **64% Say They Have a Disability**

Of respondents:

- 36% - mental illness
- 33% - physical disability
- 30% - drug or alcohol addiction
- 5% - HIV/AIDS
- 5% - developmentally disabled

## **The Data Analysis Process**

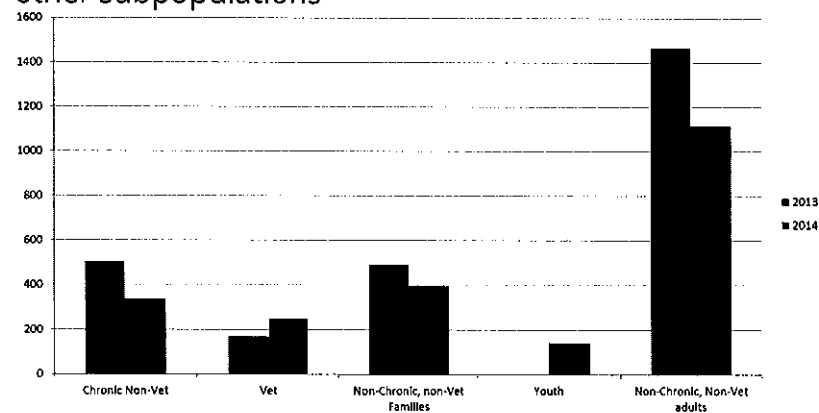
- Beyond the basic demographics, looked deeper into 5 subpopulations:
  - Veterans and their families
  - Chronically homeless , non-Veterans
  - Unaccompanied Youth aged 16-24
  - Families not in any of the above categories
  - Individuals not in any of the above categories

## Why These Subpopulations?

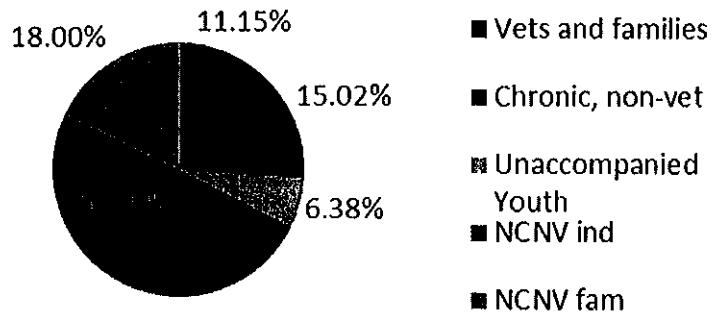
- Each group has distinct characteristics and needs
- Requires specific responses and interventions
- Determine where the greatest needs exist
- Better plan to meet the needs of the most vulnerable and most frequent users of homeless services

## Changes by Sub-Population 2013-2014

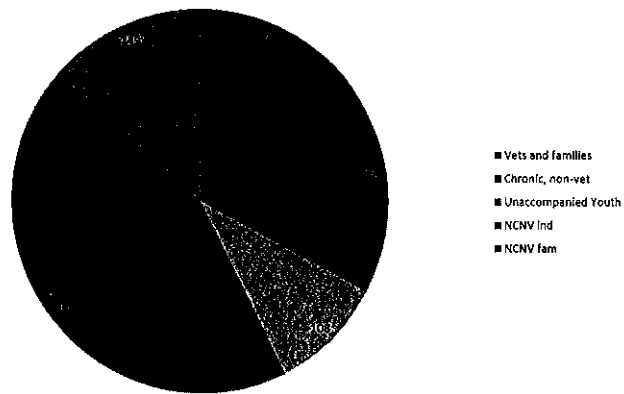
Increases in the number of Veterans and their families and unaccompanied youth offset decreases in all the other subpopulations



### Composition by Sub-Population



### Unsheltered by Sub-Population



## **Chronically homeless, Non-Vets**

- Declined by 33%
- 15% of the total homeless population
- In 2013, they represented 22%
- 337 chronically homeless non-Vets counted
- 226 (67%) were unsheltered

## **500 Homes Forward**

- Local campaign to personally identify these individuals and families and house them
- Housing First permanent supportive housing is indicated response
- The most vulnerable, most likely to die on street
- High users of expensive emergency services

## Veterans and Their Families

- Veterans and their families comprise 11% of the total population.
- Homeless veterans and their family members increased from 170 to 250, a 47% increase
- VA - Veterans are expected to increase through 2015, as America's military involvement overseas is reduced

## Families

- People living in families, with 2 or more people, neither chronic, nor Veteran-affiliated represent 18% of the total counted
- This group declined by 20%, to 396 people living in 144 households
- In 2013, there were 493 homeless people residing in 201 families representing 22% of the homeless population

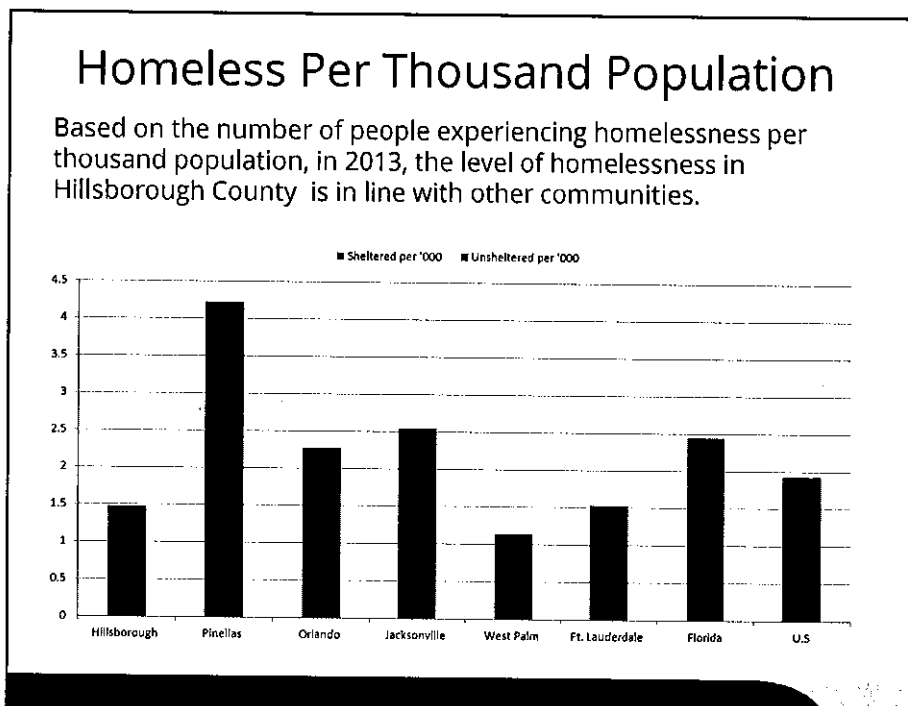
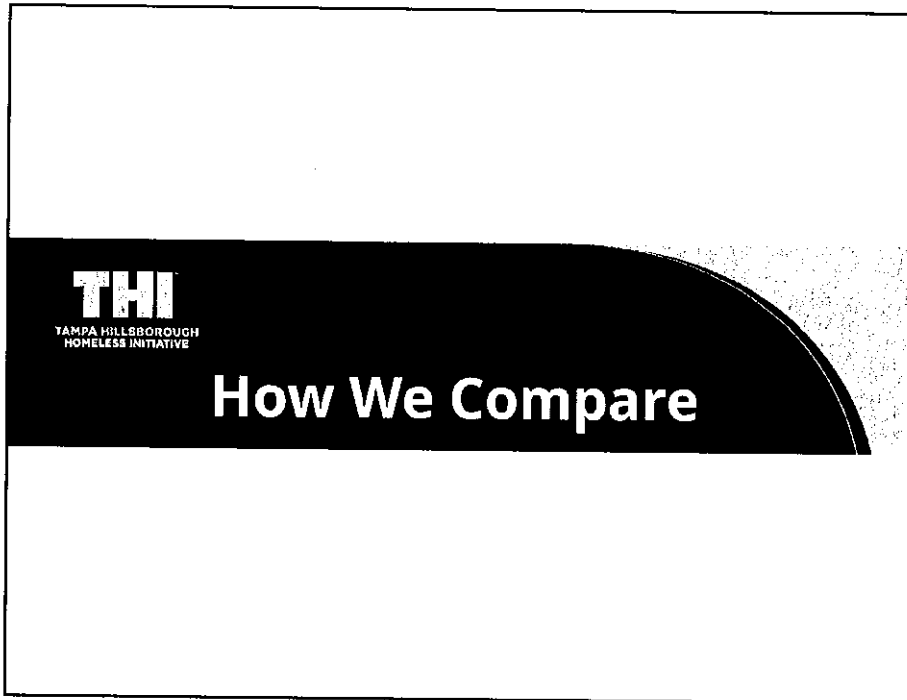
## Individuals

- neither chronic nor Veterans
- declined by 24% (from 1,467 to 1117)
- represent the largest subpopulation with 50% of the homeless population falling into this group
- In 2013 they represented 64% of the total homeless population

## Unaccompanied Youth

- aged 16 to 24
- increased from 4 to 143
- this population is difficult to identify and count so even this higher number is likely to be low relative to the actual population





	2013 Total Pop	2014 Total Pop	Chronic Non-Vet (all)	NCNV - Ind	NCNV Fam	Vets and Vet-Fam (all)	UAY
Total people		2243	337	1117	396	250	143
Percent Distribution			15%	50%	18%	11%	6%
Total households		1930	291	1117	144	235	143
Total Persons in Families		501	75	75	396	30	0
Emergency Shelter		314	27	180	74	17	16
(number of ES family households)		28	0	0	28	0	0
Transitional Housing		539	84	164	173	99	19
(number of TH family households)		78	6	0	71	1	0
Unsheltered		1098	226	481	149	134	108
			21%	44%	14%	12%	8%
(number of US family households)		82	23	0	45	14	0
total		2243	337	1117	396	250	143
2013 Total people	2275		505	1467	493	170	4
			22%	64%	22%	7%	0%
2013 Total households	1811		454	1378	201	170	4
2013 Total Persons in Families	617		80	0	493	0	0
Difference between 2013 & 2014		-32	-169	-350	-97	80	139
% Difference between 2013 & 2014		-1%	-33%	-24%	-20%	47%	3475%
<b>Gender</b>							
Male	1161	1201	220	774	102	216	104
Female	641	550	91	241	191	19	37
Transgendered	4	2	0	2	0	0	0
Other	0	1	0	1	0	0	0
Refused	469	489	26	99	103	15	2
Total	2275	2243	337	1117	396	250	143
<b>Age</b>							
Under 18	341	191	21	0	167	3	0
18 - 24	205	184	13	36	30	3	143
25 - 60	1508	1673	276	954	192	216	0
Over 60	96	113	23	58	7	25	0
Refused	125	130	4	69	0	3	0
Total	2275	2243	337	1117	396	250	143
<b>Ethnicity</b>							
Hispanic/Latino	276	275	45	115	76	26	13
Non Hispanic/Non Latino	1469	1873	292	683	320	224	62
Don't Know	521	95	0	319	0	0	68
Refused	9	0	0	0	0	0	0
Total	2275	2243	337	1117	396	250	143
<b>Race</b>							
American Indian/Alaska Native	36	39	6	12	13	7	1
Asian	13	5	0	3	2	0	0
Black/African American	706	794	114	362	178	84	56
Native Hawaiian/Pacific Islander	11	7	3	1	3	0	0
White	1025	1182	203	572	178	149	80
Multiple	0	1	1	0	0	0	0
Don't Know	448	208	10	163	20	9	6
Refused	36	7	0	4	2	1	0
Total	2275	2243	337	1117	396	250	143
<b>Military Service</b>							
Yes	170	236	0	0	0	250	0
Male	n/a	216	0	0	0	216	0
Female	n/a	18	0	0	0	19	0
No	724	1741	337	825	396	0	143
Don't Know	1381	261	0	292	0	10	0
Refused	0	5	0	0	0	5	0
Total	2275	2243	337	1117	396	250	143
<b>Household Type</b>							
At Least 1 adult and 1 child	201	92	9	0	80	3	0
Households without children	1593	1838	282	1117	64	232	0
Households with children only	4	0	0	0	0	0	143
Total	1798	1930	291	1117	144	235	143
<b>Disabling Condition</b>							

	2013 Total Pop	2014 Total Pop	Chronic Non-Vet (all)	NCNV - Ind	NCNV Fam	Vets and Vet-Fam (all)	UAY
Yes	824	1028	337	0	0	72	17
No	636	590	0	829	396	178	44
Don't Know	815	622	0	302	0	0	85
Refused	0	3	0	0	0	0	0
<b>Total</b>	<b>2275</b>	<b>2243</b>	<b>337</b>	<b>1117</b>	<b>396</b>	<b>250</b>	<b>143</b>
<b>Type of Condition</b>							
Physical	189	538	237	150	34	98	0
Developmental	39	75	40	21	4	3	0
Mental Health	182	578	236	175	42	113	0
Drug/Alcohol Addiction	162	483	183	157	21	94	0
HIV/AIDS	15	75	14	19	2	4	0
<b>Prior Episodes of Homelessness</b>							
First time homeless (no prior episodes)	158	107	0	57	28	17	5
one time	704	859	113	371	216	114	45
2 - 3 times	394	401	45	170	118	44	24
4 or more times	229	372	178	100	29	65	0
Did Not Answer/Don't Know	790	504	1	419	5	10	69
<b>Total</b>	<b>2275</b>	<b>2243</b>	<b>337</b>	<b>1117</b>	<b>396</b>	<b>250</b>	<b>143</b>
<b>Length of Current Homeless Episode</b>							
1 week or less	72	70	10	33	15	8	4
More than 1 week, less than 1 month	147	115	9	46	35	19	6
1 to 3 months	152	234	14	96	86	22	16
More than 3 months, less than 12 months	277	406	32	159	149	50	16
1 year or longer	504	601	264	175	67	82	13
Did Not Answer/Don't Know	1123	817	8	608	44	69	88
<b>Total</b>	<b>2275</b>	<b>2243</b>	<b>337</b>	<b>1117</b>	<b>396</b>	<b>250</b>	<b>143</b>
<b>Cause of Homelessness</b>							
Employment/Financial Reasons	836	634	138	269	129	79	19
Domestic Violence/Abuse/Child Welfare Issues/Forced to relocate from home	90	68	14	29	11	12	2
Medical/Disability Problems	213	120	60	25	14	20	1
Family Problems	262	311	58	92	115	26	20
Natural/Other Disasters	6	63	10	26	23	4	0
Recent Immigration	6	8	2	2	4	0	0
Did Not Answer/Don't Know	862	1039	55	674	100	109	101
<b>Total</b>	<b>2275</b>	<b>2243</b>	<b>337</b>	<b>1117</b>	<b>396</b>	<b>250</b>	<b>42</b>
<b>Length of stay in County</b>							
1 week or less	33	32	7	13	10	1	1
More than 1 week, less than 1 month	35	62	15	14	17	13	3
1 to 3 months	109	96	12	38	25	15	6
More than 3 months, less than 12 months	162	188	20	69	67	26	6
1 year or longer	825	1093	279	410	235	129	40
Did Not Answer/Don't Know	1111	772	4	573	42	66	87
<b>Total</b>	<b>2275</b>	<b>2243</b>	<b>337</b>	<b>1117</b>	<b>396</b>	<b>250</b>	<b>143</b>
<b>Foster Care</b>							
Yes	139	180	52	57	48	13	10
No	1123	1272	277	483	299	164	49
Did Not Answer/Don't Know	1013	791	8	577	49	73	84
<b>Total</b>	<b>2275</b>	<b>2243</b>	<b>337</b>	<b>1117</b>	<b>396</b>	<b>250</b>	<b>143</b>

**Legend**

NCNV - Ind

Non - Chronic Non - Vet Individual

NCNV - Fam

Non - Chronic Non - Vet Family

UAY

Unaccompanied Youth

## Bridgett McCormick

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, April 30, 2014 9:23 AM  
**To:** Thomas Snelling  
**Subject:** RE: Proposed State Budget

THOM,  
SAW THE TWITTER POST ABOUT AN HOUR WAIT ON HOLD AT CONSTRUCTION SERVICES. WHAT ARE WE DOING ABOUT IT?

**From:** Thomas Snelling  
**Sent:** Wednesday, April 30, 2014 9:21 AM  
**To:** Deborah Stevenson  
**Cc:** Bob McDonough; Bob Buckhorn; Sonya Little; RoseMary Soto  
**Subject:** RE: Proposed State Budget

1.6 million would boost a few of our programs given that previous allocation we less than ½ million. Hopefully good news.

**From:** Deborah Stevenson  
**Sent:** Wednesday, April 30, 2014 9:18 AM  
**To:** Thomas Snelling  
**Cc:** Bob McDonough; Bob Buckhorn; Sonya Little  
**Subject:** Proposed State Budget

Thom,

The proposed state budget contains \$100,000,000 (less \$4 million for Homeless) for SHIP. Based on my conversation with Stu, Tampa's anticipated allocation would be \$1,684,198 (appears to have the same provision as last year – percentage to be used to serve persons with special needs) . They are scheduled to vote on the budget Friday. We will keep you posted.

Thanks

## Bridgett McCormick

---

**From:** Bob Buckhorn  
**Sent:** Monday, March 17, 2014 9:16 PM  
**To:** Tim McDonnell  
**Subject:** Re: River O'Green Fest Food Collection

Happy to help Tim. 2x as big as last year.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

> On Mar 17, 2014, at 8:32 PM, "Tim McDonnell" <[tim.mcdonnell1@yahoo.com](mailto:tim.mcdonnell1@yahoo.com)> wrote:

>

> Mr. Mayor - just wanted to congratulate you on a great event Saturday. Each year bigger and better than the last. Very appreciative to have a Mayor who cares about his heritage....

>

> I also wanted to thank you very much for supporting the food collection again this year. We brought bin space for 4,000 items - and all bins were overflowing by day's end, so needless to say many families will be fed from the effort. See attached for a few pics, if you want to take a peek. Happy St. Patrick's Day!

>

> Best Regards,  
> Tim McDonnell  
> 813.226.8928

>

>

> On Wednesday, November 27, 2013 6:04 AM, Bob Buckhorn <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)> wrote:

> Tim,

> Happy to do it again. The Downtown Partnership is now coordinating the event and the contact person is Shawn Drinkard. He will be happy to accommodate. Hope all is well.

>

> Regards,

>

>

> Bob Buckhorn

>

> On Nov 26, 2013, at 3:28 PM, "Tim McDonnell" <[tim.mcdonnell1@yahoo.com](mailto:tim.mcdonnell1@yahoo.com)<<mailto:tim.mcdonnell1@yahoo.com>>> wrote:

>

> Good Afternoon Mayor Buckhorn -

>

> Not sure if you remember me - but last year, a group of us worked with Siobhan Harley to coordinate a food collection for the Salvation Army as part of your St. Patrick's Day event at Curtis Hixon. Thanks to the support of your team/office, the collection ended up being a nice success (raised several thousand food items for the hungry and a couple thousand dollars), and we were hoping to do something similar for this coming March. Does that sound OK to you? Most of our

Irish immigrant stories were driven by homelessness and hunger, so what better way to celebrate the Spirit of St. Patrick and our heritage than by serving those who are hungry or homeless right here in our backyard? We are planning to lead with a theme of "Nobody Goes Hungry in Tampa."

>

> Hope all else is well and that you and family have a great Thanksgiving.

>

> Best,

> Tim

> 813.226.8928

>

>

> <SPA 2014 Collection #1.jpg>

> <SPA 2014 Collection #3.jpg>

> <SPA 2014 Collection #4.jpg>

> <SPA 2014 Collection #7.jpg>

> <SPA 2014 Collecttion #5.jpg>

## **Bridgett McCormick**

---

**From:** Bob Buckhorn  
**Sent:** Thursday, February 20, 2014 6:19 PM  
**To:** John Sebree  
**Subject:** Re: Meeting for coffee

Perfect. Thx.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Feb 20, 2014, at 6:18 PM, "John Sebree" <[johns@floridarealtors.org](mailto:johns@floridarealtors.org)> wrote:

Great! There is an atomic coffee right around the corner. 106 E College. Take a right out of the Gov's Inn and a Right on College. It is in the Highpoint Center which is a few doors up on the left. See you there at 10:30am.

---

John M. Sebree

Senior Vice President of Public Policy | Florida Realtors®  
P.O. Box 1853  
Tallahassee, FL 32302  
talk: 850-224-1400  
visit: <http://www.floridarealtors.org>

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**From:** Bob Buckhorn [<mailto:Bob.Buckhorn@tampagov.net>]  
**Sent:** Thursday, February 20, 2014 6:15 PM  
**To:** John Sebree  
**Subject:** Re: Meeting for coffee

How about 10 30? I am at the Gov Inn so pick a place close by. Thx.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Feb 20, 2014, at 6:09 PM, "John Sebree" <[johns@floridarealtors.org](mailto:johns@floridarealtors.org)> wrote:

Mayor, it was great to see you at the homelessness press conference today. I am leaving town for Daytona right after lunch tomorrow but could meet for coffee anytime tomorrow morning that works for you.

My mobile # is 850-345-1576 or I check email constantly.

John S

---

John M. Sebree

Senior Vice President of Public Policy | Florida Realtors®  
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## Bridgett McCormick

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, February 19, 2014 2:26 PM  
**To:** Bridgett McCormick  
**Subject:** Re: Homelessness bill | From John Thomas (Response due today)

Debbie and Thom

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Feb 19, 2014, at 11:03 AM, "Bridgett McCormick" <[Bridgett.McCormick@tampagov.net](mailto:Bridgett.McCormick@tampagov.net)> wrote:

Hello Mayor,  
Please see John Thomas' request for a response from appropriate City of Tampa Representative(s) regarding Homelessness bill. Should I forward to Thom Snelling, Deborah Stevenson, Legal Dept.?  
Thank you,  
Bridgett

**From:** John Thomas [<mailto:JThomas@flcities.com>]  
**Sent:** Wednesday, February 19, 2014 10:36 AM  
**To:** 'Hand, Chris'; Alan Morley; Arnie Alonso, Chief of Staff ; Bridgett McCormick; Deborah Stevenson; Ellen McDowell, Manager Administrative Support; Eric Duran, Assistant to the Mayor; Kathleen R. Russell, Director ; Kathy Scanlon; Lee Feldman; Lissette Franco, Assistant to the Mayor; Mario Rubio, State Affairs Liaison; Safeea Ali, Assistant to the Mayor; Sarah Patent Executive Assistant to the Mayor  
**Cc:** Jenny Anderson; Scott Dudley  
**Subject:** Homelessness bill

Please see attached a bill on homelessness that is consistent with the policy adopted by the mayors. I would like to hear back from each of you **as soon as possible today**.

Tomorrow at 11 a.m. the sponsors of the bill, Sen. Latvala, and Rep. Peters will hold a press conference on this issue and would like those mayors that will be in town to participate in the press conference.

**Please forward to the appropriate policy person in your city as soon as possible and respond to me TODAY**

John Charles Thomas  
Director, Communications & Political Initiatives  
P.O. Box 1757  
Tallahassee, FL 32302  
(850) 222-9684  
(850) 222-3806 fax

<0979.pdf>

## Bridgett McCormick

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, February 19, 2014 9:18 AM  
**To:** Bridgett McCormick  
**Subject:** Re: Welcome to America

Yes w Scott. Tell Mike to bring today and I will sign. No Donovan and yes to Prez if possible.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Feb 19, 2014, at 9:02 AM, "Bridgett McCormick" <[Bridgett.McCormick@tampagov.net](mailto:Bridgett.McCormick@tampagov.net)> wrote:

Good Morning Mayor,

1. Please see the attached from the THEDC requesting your attendance at press conference regarding local business expansion with Govr Scott and others -- will need to reschedule Bob Rohrlack if you attend.
2. Mike Victor has a Temporary Wet Zoning Application for Gasparilla Distance Classic that needs your signature for this weekend's event.
3. Do you wish to participate in the phone conference with USHUD Sect'y Shaun Donovan **today at 3pm** re: ending veterans homelessness (this is a follow up from the USCM Winter Mtg at White House) - if so, I will submit RSVP.
4. Do you wish to participate in the phone conference with President Obama next Monday at 2:40pm to update on affordable health care program – if so, I will submit RSVP.

The office is quiet....so glad you are headed back to Tampa.  
Regards,

*Bridgett McCormick*  
Executive Assistant to the Mayor  
City of Tampa  
306 E. Jackson Street  
Tampa, Florida 33602  
(813) 274-8903 | [Bridgett.mccormick@tampagov.net](mailto:Bridgett.mccormick@tampagov.net)

<mime-attachment>

## Bridgett McCormick

---

**From:** Bob Buckhorn  
**Sent:** Thursday, January 23, 2014 7:26 PM  
**To:** Hsu, Irene  
**Subject:** Re: in-town print pool report #3

Thx

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jan 23, 2014, at 6:10 PM, "Hsu, Irene" <[Irene\\_Hsu@who.eop.gov](mailto:Irene_Hsu@who.eop.gov)> wrote:

Includes the President's reference to your terrific work in Tampa!

**From:** White House Press Office [<mailto:noreply@messages.whitehouse.gov>]  
**Sent:** Thursday, January 23, 2014 06:06 PM Eastern Standard Time  
**To:** Hsu, Irene  
**Subject:** FW: in-town print pool report #3

**From:** Dan Roberts [<mailto:dan.roberts@theguardian.com>]  
**Sent:** Thursday, January 23, 2014 6:05 PM  
**To:** Barnes, Desiree N.  
**Subject:** in-town print pool report #3

Vice President Biden introduced POTUS to an estimated 200 mayors representing 40 million Americans as “the best friend cities have ever had in this White House”

“There is a reason we like talking to mayors: you are the one group of elected officials that can get things done,” added Biden.

Obama opened with a "little piece of advice": “make sure you are shovelling the snow”.

He spoke briefly about the economy, saying he was “optimistic about growth this year” but said there was “a lot more to do to make sure everyone is participating in this growth”.

He received applause for echoing recent comments on executive orders as a way through Washington inertia, saying: “We are not going to wait. I have got a pen and a phone, and that's all I need”.

The president singled out six individual mayors for local initiatives: Greg Stanton of Phoenix and Ralph Becker of Salt Lake City for work helping homeless veterans; Julian Castro of San Antonio for child education initiatives; Ashley Swearengin of Fresno for downtown investment in rail; Michael Nutter of Philadelphia for summer job creation and Bob Buckhorn of Tampa for encouraging health insurance sign up.

He then took questions from some of the mayors, although the pool was ushered out of the East Room half way through the first one from Scott Smith of Mesa about the economy.

Also spotted in the audience: Instagram's latest convert Valerie Jarrett, who was hosting the White House account today: <http://instagram.com/whitehouse>. There will be some less well-informed or polished instagram snaps from the event here: <http://instagram.com/guardiannews> if anyone is interested.

--

Dan Roberts

Washington Bureau Chief

The Guardian

+1 202 785 8276 (office)

+1 202 615 6133 (cell)

twitter.com/robertsdan

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## Bridgett McCormick

---

**From:** Bob Buckhorn  
**Sent:** Thursday, January 23, 2014 7:26 PM  
**To:** Ali Glisson  
**Subject:** Fwd: in-town print pool report #3

Note comments from POTUS. Ok to circulate to locals

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

Begin forwarded message:

**From:** "Hsu, Irene" <[Irene\\_Hsu@who.eop.gov](mailto:Irene_Hsu@who.eop.gov)>  
**Date:** January 23, 2014 at 6:10:22 PM EST  
**To:** "'[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)'" <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)>  
**Cc:** "Blossom, Kellyn" <[Kellyn\\_Blossom@who.eop.gov](mailto:Kellyn_Blossom@who.eop.gov)>, "Alcantara, Elias" <[Elias\\_Alcantara@who.eop.gov](mailto:Elias_Alcantara@who.eop.gov)>  
**Subject:** Fw: in-town print pool report #3

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--

Dan Roberts

Washington Bureau Chief

The Guardian

+1 202 785 8276 (office)

+1 202 615 6133 (cell)

twitter.com/robertsdan

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## **Bridgett McCormick**

---

**From:** Bob Buckhorn  
**Sent:** Tuesday, January 07, 2014 9:32 AM  
**To:** Ali Glisson  
**Subject:** FW: help

Please direct Rick to the right people.

**From:** Rick Vaughn [<mailto:rvaughn@raysbaseball.com>]  
**Sent:** Monday, January 06, 2014 6:26 PM  
**To:** Bob Buckhorn  
**Subject:** help

Bob

Here's wishing you all the best for a great 2014. I feel like it will be for us and for you.

I am looking for some direction in an attempt to help a Pinellas charitable organization, the Homeless Emergency Project (HEP). I am a member of their board of directors and the charity has turned to me for help.

Anyway, we are hoping to host a foot race over the pedestrian bridge along the Courtney Campbell Causeway. It would be an inaugural event: an out-and-back 1 Mile "Fun Run" and 15k Timed Race. It will benefit male and female Veterans in need of care and support. We would like to have this event in late Spring (May or early June) on a Saturday or Sunday morning. The race will be completed by 9AM.

We are not sure where to start or who to ask for permitting, etc. I know your schedule is probably ridiculously busy this time of year, but any help you can provide would be greatly appreciated.

Hope to see you at the park. We'd love to do your show here again this year. If nothing else it makes for some interesting photo's!

Best,  
Rick Vaughn

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Monday, December 02, 2013 8:39 AM  
**To:** Jane Castor; John Bennett; John Newman

From my FB page. FYI

- Bob, my wife and I were confronted by an aggressive panhandler while walking to the Tampa Theatre last night. When we left, the same panhandler told a homeless man who was in a wheelchair to leave because "you are in my territory" and then he slugged the poor guy in the wheelchair. I called 911, and one cop tracked down the panhandler while the other cop dealt with the victim. I left my cell phone number with the 911 operator, but I never heard back. This kind of aggressive panhandling has got to stop - its enough to keep us from venturing downtown in the future...

*Bob Buckhorn*

Mayor  
City of Tampa  
306 East Jackson Street  
Tampa,FL 33602  
(813) 274-8251

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, November 27, 2013 12:02 PM  
**To:** 'Siobhan Harley'  
**Subject:** RE: FW: River O'Green Fest Food Collection

Sitting here w Declan in the Mayor's office. Just like the old days.

**From:** Siobhan Harley [mailto:[siobhan.harley@gmail.com](mailto:siobhan.harley@gmail.com)]  
**Sent:** Wednesday, November 27, 2013 11:40 AM  
**To:** Bob Buckhorn  
**Subject:** Re: FW: River O'Green Fest Food Collection

Called and e-mailed both so everyone should be on same page. Happy Thanksgiving to you and the turkeys.

On Wed, Nov 27, 2013 at 10:11 AM, Bob Buckhorn <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)> wrote:

Can you forward to Shawn w explanation. Also Beth is sending you a file from Mind Mixer. Can you dump into our lists plse. Happy Thanksgiving.

**From:** Tim McDonnell [mailto:[tim.mcdonnell1@yahoo.com](mailto:tim.mcdonnell1@yahoo.com)]  
**Sent:** Wednesday, November 27, 2013 10:08 AM  
**To:** Bob Buckhorn  
**Subject:** Re: River O'Green Fest Food Collection

That's excellent. Thanks a million, Bob. We will reach out to Shawn to coordinate. We have a lot of talented and open-hearted Irish volunteers on the committee this year, so we are hoping to come up with a bigger pile of food - and we are very appreciative of your support, thanks again. Best Regards, Tim

On Nov 27, 2013, at 6:04 AM, Bob Buckhorn <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)> wrote:

Tim,

Happy to do it again. The Downtown Partnership is now coordinating the event and the contact person is Shawn Drinkard. He will be happy to accommodate. Hope all is well.

Regards,

Bob Buckhorn

On Nov 26, 2013, at 3:28 PM, "Tim McDonnell" <[tim.mcdonnell1@yahoo.com](mailto:tim.mcdonnell1@yahoo.com)> wrote:

Good Afternoon Mayor Buckhorn -

Not sure if you remember me - but last year, a group of us worked with Siobhan Harley to coordinate a food collection for the Salvation Army as part of your St. Patrick's Day event at Curtis Hixon. Thanks to the support of your team/office, the collection ended up being a nice success (raised several thousand food items for the hungry and a couple thousand dollars), and we were hoping to do something similar for this coming March. Does that sound OK to you? Most of our Irish immigrant stories were driven by homelessness and hunger, so what better way to celebrate the Spirit of St. Patrick and our heritage than by serving those who are hungry or homeless right here in our backyard? We are planning to lead with a theme of "Nobody Goes Hungry in Tampa."

Hope all else is well and that you and family have a great Thanksgiving.

Best,

Tim

813.226.8928

--

**Siobhan M. Harley**  
727-804-9706

## Conchita Tilton

---

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Best,  
Tim  
813.226.8928



## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Friday, November 01, 2013 10:25 AM  
**To:** Jane Castor  
**Subject:** RE: video

Thx. Hopefully the new ordinances will give us the tools to get them off the sidewalk and into Orient Road.

---

**From:** Jane Castor  
**Sent:** Friday, November 01, 2013 7:54 AM  
**To:** Bob Buckhorn  
**Subject:** video

Mayor,

Here is Dan McDonald's response to the video that you forwarded. We can discuss in depth at our next meeting.

The incident in this video occurred outside the Tampa Theatre, 711 N. Franklin St., on **Thursday, May 23<sup>rd</sup> at 1420** hrs. What the video did not capture was that TPD bicycle officers came across the disturbance while on patrol. They self-initiated a call and dealt with the situation which lead to the arrest of Blaine Panek (seated, no shirt, facing the camera). I've attached the report (#13-329978) which provides more details.

Some of the persons in the video are chronically homeless and have been consistently resistant to receiving help. I've highlighted below some of my efforts to assist these individuals:

Jerry Bodiford (AKA "Red", in the wheelchair on the left) suffers from substance abuse issues and is intoxicated most of the time. I have previously placed him into the New Beginnings recovery program however he dropped out on the second day. However, due to the ongoing registration effort of the 500 Homes Forward campaign, "Red" has been selected for permanent, supportive housing which is pending. Note: "Red" has had dozens of encounters with TPD, some are enforcement-related and others to offer help. I have attached his RMS history which is 12 pages long.

Blaine Panek (white shirt, back to the camera) was the subject arrested in this incident. He has been service resistant (despite over 100 documented RMS encounters with the police, many to offer services).

Robert Romero (laying on the ground) is a veteran. Several months ago he expressed an interest in getting off the streets. I made a phone call and Tampa Crossroads counselor Thomas Brown whom responded to my location within minutes. It took less than an hour to place Robert into temporary housing however he left his housing after a few days and returned to the streets.

In summary, these examples highlight the challenges of providing services to those that are resistant to change.

Respectfully submitted,  
Dan

**Daniel McDonald, Police Officer**

**Tampa Police Department**  
Homeless Initiative  
3808 North 22nd Street  
Tampa, FL 33610  
813-242-3825

## **Jane Castor, Chief Of Police**

**Tampa Police Department**  
TPD Headquarters  
411 North Franklin Street  
Tampa, FL 33602  
813-276-3799

[Visit us Online!](#)



*The mission of the Tampa Police Department  
is to reduce crime and to improve the quality of life through a  
cooperative partnership with all citizens*

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In addition, please note that, pursuant to Florida Statute Chapter 119, this or any other written or electronic communication with this office may be subject to public disclosure unless expressly exempt.

## Conchita Tilton

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
**From:** Bob Buckhorn  
**Sent:** Wednesday, October 30, 2013 2:54 PM  
**To:** Jane Castor; John Bennett; John Newman  
**Subject:** Homeless Theater

Jane, John and John.

For your viewing pleasure in downtown Tampa. These drunks have got to go. Thx

[http://www.liveleak.com/view?i=d76\\_1381621206](http://www.liveleak.com/view?i=d76_1381621206)



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### Homeless Theatre HD

Part of channel(s): Liveleakers (promoted)

On a sidewalk in downtown Tampa Florida i came across this bunch of shit tater'd cooter browns, turn up the volume and enjoy the witty banter and business ideas. when i first looked at this vid i thought it was kind of sad really, but then thinking that these people are the one's who have to make the first move on making things better for themselves and they obviously haven't made that move and must be happy in some way with where they are..... and that's when it became kind of funny.

1.1K 24 7

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**Added:** Oct-12-2013 **Occurred On:** Oct-12-2013  
**By:** dr paul  
**In:** Other Items from Liveleakers  
**Tags:** Tampa Bay, Tampa Florida,  
**Marked as:** featured  
**Views:** 98493 | **Comments:** 1126 | **Votes:** 48 | **Favorites:** 41 | **Shared:** 2600 | **Updates:** 0 |  
**Times used in channels:** 2

1.1K 24 7 2.7K

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**She Looked  
Breathtaking In  
Xena, But Now...**

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, October 10, 2013 11:28 AM  
**To:** Maria Barcus  
**Subject:** Re: Transitional Board

Ok

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Oct 10, 2013, at 11:05 AM, "Maria Barcus" <[maria@homelessofhc.org](mailto:maria@homelessofhc.org)> wrote:

It has been suggested that a Transitional Board roster be a handout at this evening's General Membership meeting to avoid the appearance of secrecy or opaqueness. Please review your own listing and add any relevant affiliations we do not know about.

Any other thoughts would be appreciated as well.

I have been contacted by Will Hobson with the Tampa Bay Times, who indicated he would follow up with me tomorrow. It didn't sound as though he plans to be in attendance.

Maria

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740

<Transitional Board.docx>

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Tuesday, August 27, 2013 11:08 AM  
**To:** Thomas Snelling  
**Cc:** Bob McDonough  
**Subject:** Fwd: Housing First - Steps Forward

Anything we can do?

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

Begin forwarded message:

**From:** Calvin Reed <[creed@tampatank.com](mailto:creed@tampatank.com)>  
**Date:** August 27, 2013, 10:27:49 AM EDT  
**To:** Bob Buckhorn <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)>  
**Cc:** Tod Leiweke <[TLeiweke@tampabaytimesforum.com](mailto:TLeiweke@tampabaytimesforum.com)>, "Guy King ([gking@mewilson.com](mailto:gking@mewilson.com))" <[gking@mewilson.com](mailto:gking@mewilson.com)>, "[dreed@Shepardcap.com](mailto:dreed@Shepardcap.com)" <[dreed@shepardcap.com](mailto:dreed@shepardcap.com)>  
**Subject:** Housing First - Steps Forward

Mayor,

As you are aware, the organizing group of Steps Forward is moving ahead aggressively on our second housing unit, modeled on the successful launch and operational success of Cypress Landing. Unlike Cypress Landing, which was financially supported largely by Hillsborough County, Winsome Place is planned as a private/public project, with the private sector taking the lead. We purposely selected a twenty bedroom unit within the City of Tampa for our second project.

Since Steps Forward has set a goal of housing five hundred chronic homeless in five years, we could not afford to sit tight while developing an overall long term financial plan, but took the bold initiative to push ahead without delay. To support our program, we have created a section 501 (C)(13) corporation and obtained a \$900,000.00 bridge loan, which was used to purchase the Winsome Place property. Income from current tenants and vouchers for future tenants are being used by the property management company to clean and upgrade the rooms, before moving in the permanent residents.

There have been and will continue to be additional expenses to bring about the full transition. To date, they have been covered by significant pro-bono work by the key Steps Forward group, donated support from the Lightning and other organizations, and cash donations. However, Steps Forward has two immediate needs for which we must find financing. Furnishing the twenty rooms and scheduling approximately \$250,000.00 of building and grounds renovations, to bring the residence up to our standards.

You have indicated that it may be possible to find funding in the City of Tampa budget to assist this project. If it is possible for the City to provide funds, now is the time. There are several areas of need such as furnishings, move in expenses, building and grounds renovation, aside from the purchase of the facility. I realize that there can be political and federal strings attached to funding. However, I know that dedicated and willing people can find a way to support an effort that is clearly non-partisan and the right thing to do.

Mayor, I believe that this is an excellent opportunity for you and your administration to demonstrate to the public that you are taking appropriate and significant action to support a community driven initiative to help citizens who are truly in need and to resolve a critical social problem. Housing First nationwide has clearly proven that it is the correct path and, rather than an additional expense, nets a savings in tax dollars spent by the City, Law Enforcement, and Hospitals. The Winsome Place initiative has received the enthusiastic support of the Veterans Administration and Housing Authority with vouchers, services, and Veterans needing a place to live. This is a compelling story!

Hosing First, Steps Forward respectfully requests the financial support of the City of Tampa.

Sincerely,  
Cal Reed



**Conchita Tilton**

---

**From:** Bob Buckhorn  
**Sent:** Friday, August 23, 2013 11:30 AM  
**To:** Thomas Snelling  
**Subject:** See homeless vets info below.

---

**From:** David Agnew, White House Director of Intergovernmental Affairs [mailto:info@messages.whitehouse.gov]  
**Sent:** Friday, August 23, 2013 9:33 AM  
**To:** Bob Buckhorn  
**Subject:** President Obama's Plan to Make College More Affordable



**THE WHITE HOUSE**  
WASHINGTON

Friday August 23 2013

### White House Office of Intergovernmental Affairs Update

Welcome to the White House Office of Intergovernmental Affairs local update. In this week's issue President Obama outlines his plan to make college more affordable, Housing and Urban Development (HUD) Secretary Shaun Donovan and the Hurricane Sandy Rebuilding Task Force release a Rebuilding Strategy, and HUD and the Department of Veterans Affairs announce funding to local agencies to help end veteran homelessness.

Keep an eye on your inbox, check out the [White House Office of Intergovernmental Affairs Website](#) and follow us on Twitter at [@DavidAgnew44](#) for more information.

**President Obama's Plan to Make College More Affordable**

*President Barack Obama, with Education Secretary Arne Duncan, meets with college students, recent graduates and educators at Magnolia's Deli & Café, during the college affordability bus tour in Rochester N.Y., Aug. 22, 2013. (Official White House Photo by Chuck Kennedy)*

On Thursday, kicking off his college affordability bus tour at the University of Buffalo, President Obama outlined an ambitious new agenda to combat rising college costs and make college affordable for American families. His plan will measure college performance through a new ratings system so students and families have the information to select schools that provide the best value.

And after this ratings system is well established, Congress can tie federal student aid to college performance so that students maximize their federal aid at institutions providing the best value.

The President's plan will also take down barriers that stand in the way of competition and innovation, particularly in the use of new technology, and shine a light on the most cutting-edge college practices for providing high value at low costs.

Find out more about the President's plan to make college more affordable and provide a better bargain for the middle class, and check out his remarks at the University of Buffalo.

**Hurricane Sandy Rebuilding Task Force Releases Recommendations**

*President Barack Obama talks to staff in the command center at FEMA headquarters in Washington, D.C., after receiving an update on the ongoing response to Hurricane Sandy, October 28, 2012 (Official White House Photo by Pete Souza)*

On Monday, President Obama's Hurricane Sandy Rebuilding Task Force, chaired by Housing and Urban Development (HUD) Secretary Shaun Donovan, released a rebuilding strategy to serve as a model for communities across the nation facing greater risks from extreme weather and to continue helping the Sandy-affected region rebuild.

The Rebuilding Strategy contains 69 policy recommendations, many of which have already been adopted, that will help homeowners stay in and repair their homes, strengthen small businesses and revitalize local economies and ensure entire communities are better able to withstand and recover from future storms.

The goal of these and other recommendations in the Strategy is to:

- Align federal funding with local rebuilding visions.
- Cut red tape and get assistance to families, businesses, and communities efficiently and effectively, with maximum accountability.
- Coordinate the efforts of the Federal, State, and local governments, with a region-wide approach to rebuilding.
- Ensure the region is rebuilt in a way that makes it more resilient – that is, better able to withstand future storms and other risks posed by a changing climate.

You can find the full Rebuilding Strategy and recommendations and more about the role of state and local officials in developing the strategy.

### New Funding for Local Agencies to Help Homeless Veterans

On Wednesday, HUD and the Department of Veterans Affairs (VA) announced the second round of HUD-Veterans Affairs Supportive Housing (HUD-VASH) funding to local public housing agencies

across the U.S.

The supportive housing assistance is provided through the HUD-Veterans Affairs Supportive Housing (HUD-VASH) Program which combines rental assistance from HUD with case management and clinical services provided by VA. Since 2008, a total of 58,140 vouchers have been awarded and 43,371 formerly homeless veterans are currently in homes of their own because of HUD-VASH.

The grants announced this week are part of \$75 million appropriated this year to support the housing needs of homeless veterans. Local public housing authorities provide rental assistance to homeless veterans while nearby VA Medical Centers (VAMC) offer supportive services and case management.

See the full list of grants announced this week and find out more about the Administration's commitment through Opening Doors: Federal Strategic Plan to Prevent and End Homelessness.

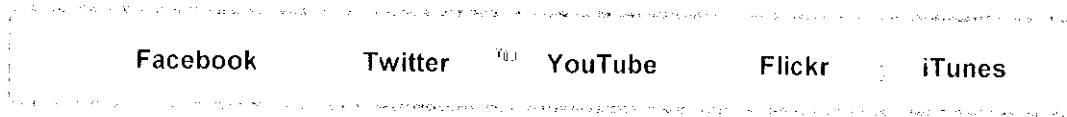
## Get Updates

For more information, visit the White House Office of Intergovernmental Affairs website and sign up for additional opportunities.

If you know other local elected officials who would like to receive our updates, please encourage them to sign up on our contact page.

We welcome your thoughts and feedback at [localgovernment@who.eop.gov](mailto:localgovernment@who.eop.gov).

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## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Tuesday, August 06, 2013 2:23 PM  
**To:** Jake Slater  
**Subject:** Re: 4907 N Nebraska Ave and 902 E Louisiana Ave

Ok

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Aug 6, 2013, at 2:11 PM, "Jake Slater" <[Jake.Slater@tampagov.net](mailto:Jake.Slater@tampagov.net)> wrote:

Mayor:

902 E Louisiana in Foreclosure.-Building is secured- trash/debris/accumulations on property.  
Does not meet the requirements for demolition  
BAC has taken over the property-on Foreclosure Registry  
Contact was made with BAC on violations  
Civil Warning issued today to clean property.

4907 N Nebraska Ave.  
Lot is for sale by Alessi-in Bankruptcy proceedings  
Grimaldi Real Estate is handling the sale  
Contacted Grimaldi and advised to cut the property or the COT would and place lien.  
Grimaldi advised they will cut the lot this week.

Will follow up with Stan Lasater.

Jake

---

**From:** Bob Buckhorn  
**Sent:** Monday, August 05, 2013 8:20 PM  
**To:** Jake Slater  
**Subject:** Re: 4907 N Nebraska Ave and 902 E Louisiana Ave

Don't care what Alessi thinks. He needs to fix the problem ASAP.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Aug 5, 2013, at 7:58 PM, "Jake Slater" <[Jake.Slater@tampagov.net](mailto:Jake.Slater@tampagov.net)> wrote:

Mayor

Will check on and advise  
Phil and I will talk about continuing blight  
Enjoy NC

Sent from my iPhone

On Aug 5, 2013, at 5:17 PM, "Bob Buckhorn" <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)>  
wrote:

Have these houses been condemned? Why still standing?  
Certainly nothing absentee about Alessi

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

Begin forwarded message:

**From:** Stan Lasater <[stan@ads4hr.com](mailto:stan@ads4hr.com)>  
**Date:** August 5, 2013, 3:31:02 PM EDT  
**To:** <[jake.slater@ci.tampa.fl.us](mailto:jake.slater@ci.tampa.fl.us)>  
**Cc:** <[bob.buckhorn@ci.tampa.fl.us](mailto:bob.buckhorn@ci.tampa.fl.us)>  
**Subject:** 4907 N Nebraska Ave and 902 E  
Louisiana Ave

Good afternoon Jake,

I am hoping that you might be able to help. Since we moved in 1995, we have had consistent issues with the vacant lot at 4907 North Nebraska Ave, and the home at 902 E Louisiana Ave. Both properties are owned by Phil Alessi. During this time, we have chronicled the property history with photographs. At one point, the entire lot was overgrown with weeds over 6 feet tall. About 2 years ago, the home was determined to be inhabitable as it

was infested with rats and mice. At the time, the tenants videoed the rodents. It was my understanding the code office revoked the rental certificate. Since then the home has sat vacant. It is overgrown and soon became a refuge for drug users, drunks and homeless. The home has now be tagged with what appears to be gang related tags. It has been used for illegal dumping. The vacant lot is once again overgrown.

This problem has been consistent for over 20 years. At one point, we had a book featuring this property. It was presented to city council to beg them for help. Nothing has worked.

As a neighboring property, I am personally begging for help. The rat issue has become unbearable. There are weeks that we find dead rats at our doorstep on a DAILY basis. Brought by the feral cats. Having someone residing in our home with a triple organ transplant, we are terrified of the issues that the rodents could cause. I have been calling Code enforcement consistently for help. Today, I found out that the last complaint from May has yet to receive an initial visit.

As a business owner on the corridor, as well as a home owner in the neighborhood, it's frustrating to see this condition last as long as it has in such a highly visible location. The filth gives off a perception of high crime, lack of caring and an unsafe environment. As our restaurants continue to sprout up, it is issues like this that can continue to keep our neighborhood down.

With the property not being a homesteaded property, I am puzzled as to why Phil has never faced a fine. He is given extremely generous time to comply and continues to play the system. With the poor inspection process and lengthy time to comply, he has yet to be found guilty and labeled a "repeat offender". Unfortunately, we the abutting neighbors must live with this blight EVERY SINGLE DAY for decades.

What can we do to bring this property to compliance once and for all? How do we get him in the system so he knows there will be consequences? What is needed to place liens on the property? Foreclose? Etc

After reading all of the recent articles in the Tribune, it is obvious there are deep rooted issue within the department. What can we as a neighborhood do to help get some of these properties to comply so we can enjoy our homes and neighborhoods?

Any help or assistance is greatly appreciated.

**Stan Lasater**

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**You can access my direct line by hitting 2# once the automated attendant picks up.**



## Conchita Tilton

---

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**To:** Jake Slater  
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Mayor  
City of Tampa

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Mayor  
City of Tampa

Begin forwarded message:

**From:** Stan Lasater <[stan@ads4hr.com](mailto:stan@ads4hr.com)>  
**Date:** August 5, 2013, 3:31:02 PM EDT  
**To:** <[jake.slater@ci.tampa.fl.us](mailto:jake.slater@ci.tampa.fl.us)>

Cc: <bob.buckhorn@ci.tampa.fl.us>

**Subject: 4907 N Nebraska Ave and 902 E Louisiana Ave**

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This problem has been consistent for over 20 years. At one point, we had a book featuring this property. It was presented to city council to beg them for help. Nothing has worked.

As a neighboring property, I am personally begging for help. The rat issue has become unbearable. There are weeks that we find dead rats at our doorstep on a DAILY basis. Brought by the feral cats. Having someone residing in our home with a triple organ transplant, we are terrified of the issues that the rodents could cause. I have been calling Code enforcement consistently for help. Today, I found out that the last complaint from May has yet to receive an initial visit.

As a business owner on the corridor, as well as a home owner in the neighborhood, it's frustrating to see this condition last as long as it has in such a highly visible location. The filth gives off a perception of high crime, lack of caring and an unsafe environment. As our restaurants continue to sprout up, it is issues like this that can continue to keep our neighborhood down.

With the property not being a homesteaded property, I am puzzled as to why Phil has never faced a fine. He is given extremely generous time to comply and continues to play the system. With the poor inspection process and lengthy time to comply, he has yet to be found guilty and labeled a "repeat offender". Unfortunately, we the abutting neighbors must live with this blight EVERY SINGLE DAY for decades.

What can we do to bring this property to compliance once and for all? How do we get him in the system so he knows there will be consequences? What is needed to place liens on the property? Foreclose? Etc

After reading all of the recent articles in the Tribune, it is obvious there are deep rooted issue within the department. What can we as a neighborhood do to help get some of these properties to comply so we can enjoy our homes and neighborhoods?

Any help or assistance is greatly appreciated.

**Stan Lasater**  
**AXXIS Advertising**

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<image001.gif>

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**PLEASE NOTE: Effective February 25, our phone extensions have changed. My new extension is now 2. You can access my direct line by hitting 2# once the automated attendant picks up.**

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Monday, August 05, 2013 5:18 PM  
**To:** Jake Slater  
**Subject:** Fwd: 4907 N Nebraska Ave and 902 E Louisiana Ave

Have these houses been condemned? Why still standing? Certainly nothing absentee about Alessi

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

Begin forwarded message:

**From:** Stan Lasater <[stan@ads4hr.com](mailto:stan@ads4hr.com)>  
**Date:** August 5, 2013, 3:31:02 PM EDT  
**To:** <[jake.slater@ci.tampa.fl.us](mailto:jake.slater@ci.tampa.fl.us)>  
**Cc:** <[bob.buckhorn@ci.tampa.fl.us](mailto:bob.buckhorn@ci.tampa.fl.us)>  
**Subject:** 4907 N Nebraska Ave and 902 E Louisiana Ave

Good afternoon Jake,

I am hoping that you might be able to help. Since we moved in 1995, we have had consistent issues with the vacant lot at 4907 North Nebraska Ave, and the home at 902 E Louisiana Ave. Both properties are owned by Phil Alessi. During this time, we have chronicled the property history with photographs. At one point, the entire lot was overgrown with weeds over 6 feet tall. About 2 years ago, the home was determined to be inhabitable as it was infested with rats and mice. At the time, the tenants videoed the rodents. It was my understanding the code office revoked the rental certificate. Since then the home has sat vacant. It is overgrown and soon became a refuge for drug users, drunks and homeless. The home has now be tagged with what appears to be gang related tags. It has been used for illegal dumping. The vacant lot is once again overgrown.

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Any help or assistance is greatly appreciated.

**Stan Lasater**

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**PLEASE NOTE: Effective February 25, our phone extensions have changed. My new extension is now 2.**

**You can access my direct line by hitting 2# once the automated attendant picks up.**

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, July 25, 2013 8:18 AM  
**To:** Jane Castor  
**Subject:** Re: Regulating Behavior in Public Places and Solicitation\_DraftUpdate\_jab (01).docx

Thx

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jul 25, 2013, at 8:17 AM, "Jane Castor" <[jecastor@hotmail.com](mailto:jecastor@hotmail.com)> wrote:

> Will do.

>

> Sent from my iPhone

>

> On Jul 25, 2013, at 8:00 AM, Bob Buckhorn <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)> wrote:

>

>> Jane,

>> Plse add to those roll call discussions directions to deal aggressively with the panhandlers that are in the intersections without newspapers(Monday thru Sat). They have had enough warnings. I see them frequently, especially in D-1.

>>

>> -----Original Message-----

>> From: Jane Castor [<mailto:jecastor@hotmail.com>]

>> Sent: Wednesday, July 24, 2013 4:56 PM

>> To: Bob Buckhorn

>> Subject: Regulating Behavior in Public Places and Solicitation\_DraftUpdate\_jab (01).docx

>>

>> Here is plan we sent to officers. Will give you specific details when I am done slaying the lobsters.

>>

>> Believe our approach will handle issue of chronic homeless and be viewed as fair.

>>

>>

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, July 25, 2013 8:00 AM  
**To:** 'Jane Castor'  
**Subject:** RE: Regulating Behavior in Public Places and Solicitation\_DraftUpdate\_jab (01).docx

Jane,

Plse add to those roll call discussions directions to deal aggressively with the panhandlers that are in the intersections without newspapers(Monday thru Sat). They have had enough warnings. I see them frequently, especially in D-1.

-----Original Message-----

**From:** Jane Castor [<mailto:jecastor@hotmail.com>]  
**Sent:** Wednesday, July 24, 2013 4:56 PM  
**To:** Bob Buckhorn  
**Subject:** Regulating Behavior in Public Places and Solicitation\_DraftUpdate\_jab (01).docx

Here is plan we sent to officers. Will give you specific details when I am done slaying the lobsters.

Believe our approach will handle issue of chronic homeless and be viewed as fair.

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, July 18, 2013 5:16 PM  
**To:** Jeffrey Zampitella  
**Subject:** Re: Homeless Initiatives

Thx for all the help. Good day today.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jul 18, 2013, at 5:11 PM, "Jeffrey Zampitella" <[myskypoint@gmail.com](mailto:myskypoint@gmail.com)> wrote:

Dear Mayor Buckhorn:

I want to thank you for your efforts to encourage City Council to give police the tools required to combat the homeless problem Downtown and around the City. I spoke in favor of the initiatives today at the Council Meeting.

We have a Board Meeting this evening at 6pm. and I will inform the good people of Skypoint of the coming changes. I see this as a win for our residents and local businesses.

If you would ever like a tour of Skypoint, including the spectacular view from our roof please don't hesitate to let me know.

Warmest Regards,

Jeff Zampitella  
Board of Directors  
Extension 500

SKYPOINT

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777 North Ashley Drive  
Tampa, Florida 33602  
813.463.1980  
855 - SKYPOINT



## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, July 18, 2013 8:59 AM  
**To:** 'Doug Belden'  
**Subject:** RE: Community Day - July 30th

Will be out of town Doug. Heading for NC. Sorry.

---

**From:** Doug Belden [<mailto:belden@hillstax.org>]  
**Sent:** Thursday, July 18, 2013 8:52 AM  
**To:** Bob Buckhorn; Bob Buckhorn ([bobbuckhorn@earthlink.net](mailto:bobbuckhorn@earthlink.net))  
**Subject:** Community Day - July 30th

Dear Bob,

Metropolitan Ministries currently has a Community Day every last Tuesday of the month where they invite various agencies to join them in providing clients with information on the services each of them offer. My office has confirmed a partnership with Metropolitan Ministries and the Florida Department of Highway Safety & Motor Vehicles mobile driver license unit (FLOWMobile) in which we will assist in issuing Florida ID cards onsite. Our goal is to participate at this event every other month beginning on July 30, 2013 from 10:00 a.m. – 1:00 p.m. However, the FLOWMobile will not always be available as they have prior commitments. On the months when the FLOWMobile is not available, our office plans to have a booth set up to provide information and set appointments for those who may need to obtain an ID card or driver license. We will also provide information on our other services such as motor vehicle registration and titles.

My Community Relations Department will assist Metropolitan Ministries in marketing Community Day to ensure citizens are prepared should they need a driver license or ID card. We are excited about this partnership and plan to expand it to other agencies that assist our homeless community.

I would like to invite you to attend on July 30<sup>th</sup> if your schedule permits.

If you have any questions or need additional information, please contact me.

Kindest regards,  
Doug

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, June 06, 2013 9:51 AM  
**To:** Ali Glisson  
**Subject:** Re: homeless/panhandling

Ck council agenda. Mid June I believe

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jun 6, 2013, at 9:36 AM, "Ali Glisson" <[Ali.Glisson@tampagov.net](mailto:Ali.Glisson@tampagov.net)> wrote:

Mayor,

Any timeline I can share?

**From:** [hill@tampabay.com](mailto:hill@tampabay.com) [<mailto:hill@tampabay.com>]  
**Sent:** Thursday, June 06, 2013 9:35 AM  
**To:** Ali Glisson  
**Subject:** homeless/panhandling

Ali:

When is the administration coming back to Council with a proposal on this? I recall June-July time frame.

John Hill  
Editorial Writer  
Tampa Bay Times  
1000 North Ashley Drive, Suite 700  
Tampa, Florida 33602  
(813) 226-3379  
FAX (813) 226-3381  
[hill@tampabay.com](mailto:hill@tampabay.com)

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, June 05, 2013 5:36 PM  
**To:** Ali Glisson  
**Subject:** Re: Code Enforcement

Make sure Jake knows to return reporters calls

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jun 5, 2013, at 5:26 PM, "Ali Glisson" <[Ali.Glisson@tampagov.net](mailto:Ali.Glisson@tampagov.net)> wrote:

Mayor,

FYI -

**From:** Jake Slater  
**Sent:** Wednesday, June 05, 2013 1:10 PM  
**To:** Ali Glisson  
**Subject:** RE: Code Enforcement

Ali:

Called Steve and left a message.

Have information on this location.

Was an outreach center serving the Homeless Community and Substance Abuse Services.

TPD investigated and currently the operator is in jail. Multi violations

Code has 2 opened Zoning cases for operating a business in a residential zone.

Jake

**From:** Ali Glisson  
**Sent:** Wednesday, June 05, 2013 9:34 AM  
**To:** [SAndrews@wfla.com](mailto:SAndrews@wfla.com)  
**Cc:** Jake Slater  
**Subject:** RE: Code Enforcement

Yes, spoke with Jake. He ended up being tied up all day yesterday. Said he was going to give you a ring this a.m.

**From:** [SAndrews@wfla.com](mailto:SAndrews@wfla.com) [<mailto:SAndrews@wfla.com>]  
**Sent:** Wednesday, June 05, 2013 9:33 AM  
**To:** Ali Glisson  
**Subject:** Code Enforcement

Hey Ali;

Hope you are doing good today.

Still waiting to hear from someone at Code Enforcement about an organization called Touched By The Hand.

Your folks were out there, I believe May 10<sup>th</sup>. Would like to see the city's file on it, or whatever you have.

Thanks in advance.

Steve Andrews

WFLA-TV

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, June 05, 2013 11:06 AM  
**To:** Thomas Snelling  
**Subject:** Re: Affordable Housing Advisory Committee

Great.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jun 5, 2013, at 10:56 AM, "Thomas Snelling" <[Thomas.Snelling@tampagov.net](mailto:Thomas.Snelling@tampagov.net)> wrote:

Mayor,

Below are the individuals we recommend for Mayoral appointments to the Affordable Housing Advisory Committee. The committee must be re-established as part of the requirements for SHIP funding. As you know we will be receiving additional SHIP funding available sometime in July. The membership categories are established by the State and adopted in our original local ordinance. City Council appointment number 5, while Mayoral appointments number 6. We were able to use Debra Koehler from the ECC Committee. If you agree with these recommendations we will present to Council.

Home Builder; Russ Versaggi

Banking or Mortgage Banking; Harry Hedges (Housing Finance Authority)

Labor- Affordable Housing; John Lattimore (Centre For Women Contractor)

Low income advocate/Affordable Housing; Maria Barcus – Homeless Coalition

For Profit Provider of Affordable Housing; Debra Koehler SAGE Partners

Non-Profit Provider of Affordable Housing; Jose Garcia – Rebuilding Together Tampa Bay

**Thomas R.P. Snelling, Director**  
City of Tampa  
Planning and Development Services  
1400 North Bouelvard  
Tampa, Florida 33607

(813) 274-3100 x48577  
[thomas.snelling@tampagov.net](mailto:thomas.snelling@tampagov.net)

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Tuesday, June 04, 2013 11:09 AM  
**To:** Jeffrey Zampitella  
**Subject:** Re: Homeless/security

Thx Jeff.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jun 4, 2013, at 10:00 AM, "Jeffrey Zampitella" <[myskypoint@gmail.com](mailto:myskypoint@gmail.com)> wrote:

Dear Mayor Buckhorn:

We have a very developed and highly effective communication system for our 761 residents that include social media, email, text messages, etc. We pledge to support you fully and to use this system to rally our residents to support the homeless measures proposed. We are very proud of our investment in Downtown Tampa.

My unit faces Curtis Hixon. We have already got the word out about your Riverwalk ceremony today. Bravo on this accomplishment. This is an essential to attracting people and businesses back to downtown. Thank you very much for your efforts.

Regards,

**Jeff Zampitella**  
**SKYPOINT**  
**Board of Directors**  
**813.463.1980 ext 500**

On Tue, Jun 4, 2013 at 9:50 AM, Bob Buckhorn <[Bob.Buckhorn@tampagov.net](mailto:Bob.Buckhorn@tampagov.net)> wrote:  
Thx Jeff. Please make sure the residents of Skypoint are aware of the ordinances that are being considered at City Council in June. It is imperative that they show up in force to express support for this effort.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jun 4, 2013, at 9:11 AM, "Jeffrey Zampitella" <[myskypoint@gmail.com](mailto:myskypoint@gmail.com)> wrote:

Dear Mayor Buckhorn:

This is an email I just received from my Vice President, Sandy Guillette and clearly shows a level of concern and frustration that I have not seen in my four years at Skypoint.

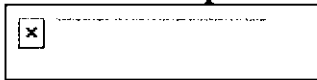
We are finding urine jugs about our common areas, homeless almost daily sleeping in our garage, and an all time high of bike theft.

We appreciate the increased police presence but it doesn't seem to be helping as the source of these problems appear to be on the rise (homeless). We fear that this increase in crime rate will reflect negatively on our city and may have the effect of convincing some to stay away from downtown. That will hurt our property values, and certainly will slow the growth of the city.

Skypoint is proud to be part of the downtown core of residents. We would welcome any ideas that you may have for us to work with the city to stop this uptick in crime in our neighborhood.

Kind Regards,

**Jeff Zampitella**



**Board of Directors  
813.463.1980 ext 500**

----- Forwarded message -----

From: **Sandy** <[mjgwsg@gmail.com](mailto:mjgwsg@gmail.com)>

Date: Tue, Jun 4, 2013 at 12:45 AM

Subject: Homeless/security

To: Lew Sibert <[lewsibert@gmail.com](mailto:lewsibert@gmail.com)>, Jeff Zampitella <[myskypoint@gmail.com](mailto:myskypoint@gmail.com)>, Laurice Hachem <[lhachem.slh@verizon.net](mailto:lhachem.slh@verizon.net)>, Karen Lillie <[karenl.slh@verizon.net](mailto:karenl.slh@verizon.net)>, Maureen Connolly <[mconnolly2@tampabay.rr.com](mailto:mconnolly2@tampabay.rr.com)>, Alejandro Martinez <[assistantmanager@skypointmanagement.com](mailto:assistantmanager@skypointmanagement.com)>, Bruce Furtado <[BFurtado@tcgmgt.com](mailto:BFurtado@tcgmgt.com)>

I just found this 'toilet' at the top of the stairs for retail parking. Let's add a discussion about security measures to the June meeting. Three stairwell doors were found propped open over the past couple of weeks. Bikes are missing, homeless are sleeping behind recycling and in retail parking.

I will motion that we alarm all four exit stairwells using local systems as used during RNC.

I will also motion that TCG be instructed to obtain quotes on making the stairwell to retail parking fob access only.

Please share your thoughts.

<2013-06-04 00.29.19.jpg>



## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Tuesday, June 04, 2013 9:51 AM  
**To:** Jeffrey Zampitella  
**Subject:** Re: Homeless/security

Thx Jeff. Please make sure the residents of Skypoint are aware of the ordinances that are being considered at City Council in June. It is imperative that they show up in force to express support for this effort.

Regards,

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Mayor  
City of Tampa

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**Jeff Zampitella**  
**SKYPOINT**  
**Board of Directors**  
**813.463.1980 ext 500**

----- Forwarded message -----  
From: **Sandy** <[mjgwsg@gmail.com](mailto:mjgwsg@gmail.com)>  
Date: Tue, Jun 4, 2013 at 12:45 AM  
Subject: Homeless/security

To: Lew Sibert <[lewsibert@gmail.com](mailto:lewsibert@gmail.com)>, Jeff Zampitella <[myskypoint@gmail.com](mailto:myskypoint@gmail.com)>, Laurice Hachem <[lhachem.slh@verizon.net](mailto:lhachem.slh@verizon.net)>, Karen Lillie <[karenl.slh@verizon.net](mailto:karenl.slh@verizon.net)>, Maureen Connolly <[mconnolly2@tampabay.rr.com](mailto:mconnolly2@tampabay.rr.com)>, Alejandro Martinez <[assistantmanager@skypointmanagement.com](mailto:assistantmanager@skypointmanagement.com)>, Bruce Furtado <[BFurtado@tcgmgt.com](mailto:BFurtado@tcgmgt.com)>

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I will also motion that TCG be instructed to obtain quotes on making the stairwell to retail parking fob access only.

Please share your thoughts.

<2013-06-04 00.29.19.jpg>

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, May 29, 2013 9:54 AM  
**To:** Kassandra Pierre  
**Subject:** Re: Hillsborough County Homeless Initiative Steering Committee

Please send any correspondence to [Bridgett.McCormack@tampagov.net](mailto:Bridgett.McCormack@tampagov.net)

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On May 29, 2013, at 9:46 AM, "Kassandra Pierre" <[kassandra@homelessofhc.org](mailto:kassandra@homelessofhc.org)> wrote:

Good Morning:

Due to scheduling difficulties, several new dates for the upcoming **Hillsborough County Homeless Initiative Steering Committee** have been proposed.

Please follow the link below to select your preferred date.

[Click Here to Vote.](#)

Thank you for your cooperation.

Kassandra Pierre, Office Manager/Executive Assistant  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, May 29, 2013 9:53 AM  
**To:** Bridgett McCormick  
**Subject:** Fwd: Hillsborough County Homeless Initiative Steering Committee

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

Begin forwarded message:

**From:** Cassandra Pierre <[kassandra@homelessofhc.org](mailto:kassandra@homelessofhc.org)>  
**Date:** May 29, 2013, 9:46:01 AM EDT  
**To:** Cassandra Pierre <[kassandra@homelessofhc.org](mailto:kassandra@homelessofhc.org)>  
**Cc:** <[maria@homelessofhc.org](mailto:maria@homelessofhc.org)>  
**Subject:** Hillsborough County Homeless Initiative Steering Committee

Good Morning:

Due to scheduling difficulties, several new dates for the upcoming *Hillsborough County Homeless Initiative Steering Committee* have been proposed.

Please follow the link below to select your preferred date.

[Click Here to Vote.](#)

Thank you for your cooperation.

Kassandra Pierre, Office Manager/Executive Assistant  
Homeless Coalition of Hillsborough County  
Direct Line- 813-280-8741

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Friday, May 17, 2013 3:09 PM  
**To:** Yvonne Capin  
**Subject:** FW: Yesterday's Meeting; Press Release  
**Attachments:** Count Number Released - draft7 revised (2).doc; Count chart rev4 051613.xlsx; Copy of 2011 - 2013 Count Demographics Info with Comparisons.xls

---

**From:** Maria Barcus [<mailto:maria@homelessofhc.org>]  
**Sent:** Friday, May 17, 2013 11:14 AM  
**To:** Bob Buckhorn; [candy.olson@gmail.com](mailto:candy.olson@gmail.com); David Reed; Guy King III ; Jane Castor; Jim Shimberg; John Bennett; John McKibbon; Jope Clark; Mike Merrill; Sandy Murman; Sharon Subadan; Tod Leiweke  
**Subject:** Yesterday's Meeting; Press Release

Hello, everyone,

Thank you for your interest, enthusiasm and willingness to tackle homelessness in Tampa and Hillsborough County. I look forward to working with all of you. Please share any thoughts and comments you didn't have a chance to express during the meeting.

Attached is the Press Release on the 2013 Count which went out today. Although we have to do additional work on the 2011 family numbers, it appears most of the decrease was among families. In any case, I wanted you to have this before it comes out in the media.

Maria

Maria Pellerin Barcus, CEO  
Homeless Coalition of Hillsborough County  
Direct line: 813-280-8740



*"Many Directions. One Goal. End Homelessness."*

## NEWS RELEASE

FOR IMMEDIATE RELEASE

### **MEDIA CONTACT:**

Lesa Weikel, Community Relations Manager  
Homeless Coalition of Hillsborough County  
813-223-6115 (o) or 727-421-0240 (c)  
Email: [Lesa@homelessofhc.org](mailto:Lesa@homelessofhc.org)

### **Homeless Coalition Releases Homeless Count Numbers**

TAMPA, Fla. (Friday, May 17, 2013) – At a press conference this morning, the Homeless Coalition of Hillsborough County released the results of the 2013 homeless count which showed 2,275 literally homeless people living in Hillsborough County, a 47 percent decline from 2011. The magnitude of the decrease prompted a re-count in April, which confirmed the earlier results. The decrease is attributed to new programs introduced since 2011, the improving economy, and undercounting due to holding the count the Thursday before Gasparilla and the refusal of numerous homeless individuals to participate in a lengthy survey. In the future, with a waiver from the U.S. Department of Housing and Urban Development (HUD), the count will be done annually during the last 10 days of February, an abbreviated survey will be used and individuals will be counted even if they do not answer the survey.

Of the 2,275 literally homeless people counted,

- 944 were living on the streets or other places not meant for human habitation,
- 387 were residing in emergency shelters,
- 578 were residing in transitional housing, and
- 366 were reported in jail, having been homeless prior to their incarceration.

*(Additional analysis of the data, including number of homeless men and women, chronically homeless, is included on the statistics page at the end of this press release)*

Another 12,843 are precariously housed, living doubled up with family or friends and/or in motels due to economic factors that prevent them from maintaining their own housing.

“The count data shows we, as a community, are moving in the right direction, but it is impossible to tell how much of the decrease represents real progress and how much is due to undercounting” said Maria Barcus, chief executive officer of the Homeless Coalition of Hillsborough County. “I feel the 2014 homeless count will provide a better understanding and assessment of the community’s path to end homelessness.”

Barcus also noted the 35 percent decrease in the number of homeless people in jail the day of the count, is a direct result of homeless liaison officers established by both the Hillsborough County Sheriff’s Office and Tampa Police Department. These officers’ main purpose is to connect homeless people to resources and services in lieu of arresting them for ordinance violations.

As mentioned above, since 2011, three new federally-funded programs were initiated in Hillsborough County. Through these homeless prevention and rapid rehousing assistance programs, two of which are specifically for veterans, more than 1,900 people were assisted - 1,338 people received prevention assistance, and 621 people received rapid rehousing assistance - between the 2011 and 2013 homeless counts. The new programs are the Veterans Homelessness Prevention Demonstration project (VHPD), funded HUD, the Supportive Services for Veteran Families (SSVF) funded by the U.S. Department of Veteran Affairs (VA), and HUD’s Homeless Prevention and Rapid Rehousing Program (HPRP), which ended in September 2012, though the vast majority of funds were expended in early 2012.

At the same time, the Veterans Affairs Supportive Housing program (VASH) received an increase of 300 housing vouchers to provide permanent housing to homeless veteran households, resulting in an additional 410 homeless veteran and their household members to be housed.

Rapid Re-housing is a national best practice that offers temporary assistance, both financial assistance and supportive services, to help individuals and families experiencing homelessness move quickly into permanent housing. The fundamental principle is that when people are stably housed, everything else in their lives stabilizes and /or the household is better able to engage in the assistance needed for long-term success. Homeless prevention programs are aimed at providing short-term supportive services and financial assistance to stabilize households already living in permanent housing to prevent them from becoming part of tomorrow’s homeless population. The HPRP program ended September 2012, and other HUD and community resources are expected to continue these activities.

With the release of the 2013 numbers, Barcus stated that the data from the 2011 and 2009 counts was also reviewed, and adjusted based on new information received from Hillsborough County Public Schools showing that the children they reported as “homeless” were mostly in the “doubled-up” category. Without individual identifying information, it is not possible to determine if a child was already counted by another source. Therefore, the number of school children will be tracked but not aggregated with other data. The 2009 and 2011 figures were adjusted accordingly (see chart).

The recount number was slightly lower than the January number; however taking into account that the recount was completed over a four-hour period, instead of the 19-hours in January, the shorten window for planning, and fewer volunteer it is statistically reasonable to have a slightly lower results. Typically the Homeless Coalition begins planning the count at least six months prior to the day of the count.

“Homeless counts always represent an undercount, as it is not possible to locate every homeless person, especially those who are unsheltered, in a single day,” said Barcus. “However the count numbers are the best way to get an understanding of homelessness in our community, and provide data needed to expand and development new housing and services programs.”

According to the National Law Center on Homelessness and Poverty’s March 2013 article, *Annual Homeless Count Doesn’t Tell The Whole Story*, a homeless count “is just an estimate of the number of homeless people. No method of counting homeless persons, particularly those who live outside, hiding in the shadows, could possibly be perfect.”

The number of people precariously housed rose 23 percent from 10,419 in 2011 to 12,843 in 2013. While not literally homeless, these individuals and households are at high risk of becoming literally homeless, and therefore knowing this data can help the community plan accordingly for what may be coming down the road.

The Homeless Coalition of Hillsborough County is a 501 (C) 3 organization responsible for establishing and maintaining concentrated strategic efforts to develop long-term constructive solutions that address the underlying causes of homelessness and meet the immediate needs of homeless people. Governed by coalition members, the Coalition promotes collaboration and coordination among social service providers, businesses, funding institutions, housing providers, state and federal agencies, faith-based communities and other supportive organizations and individuals to organize and deliver, without duplication, support services, emergency shelters, transitional housing and affordable housing to meet the specific needs of all homeless people. The Coalition also operates the UNITY Information Network that “virtually” links service providers in Hillsborough County. UNITY offers integrated referrals, creates a base of data to better understand homelessness to plan effective intervention, and shows “real-time” availability of services – all essential to securing funding to meet the level of need within the community. For more information visit [www.homelessofhc.org](http://www.homelessofhc.org).

###



Description	Year Count Conducted		
	2013	2011	2009
Counted on the Streets	(1)944	3,225	2,170
Counted in Emergency Shelter	387	308	321
Counted in Transitional Housing	578	581	405
<b>Total Number Permitted by and Reported to HUD</b>	1,909	4,114	2,896
<b>Jail</b>			
Total Number of Persons in Jail Who Had Been Homeless at time of arrest - Based on jail records	366	567	(2)2093
<b>**Total of All <u>Reported</u> Homeless or Lacking a Permanent Home including those in jail who will be released into homelessness</b>			
<b>DCF &amp; Doubled -up</b>			
Reported through call center and by DCF as Homeless based on the state definition of homelessness at time of each count. (2009 does not include at-risk)	(3)12,843	(3)10419	2,713
<b>School District</b>			
Children reported homeless by Hillsborough County Public Schools. Previously included in the numbers reported to HUD, it is statistically reasonable that most of these children were also included in the DCF number, and data provided could not be duplicated (prior to 2013 this was reported as part of homeless total)	2,152	2,699	1,531
<b>Totals with School Dist. Included</b>	17,270	17,799	9,233

(1)Count volunteers reported many potential survey respondents on the street declined to participate in the survey process.

(2)Prior to 2011, the jail did not collect information on homelessness and an estimate was developed based on a sample of the jail population.

(3) The state definition of homeless person changed during the 2010 Florida legislative session to include temporality doubled up with friends or family and would otherwise be homeless due to economic reasons and therefore numbers reported by DCF and through the call center. Beginning in 2011, the DCF numbers included both literally homeless as well as doubled up without a distinction of literally homeless or doubled up; for the 2009 count, the state definition only included those who were literally homeless, and therefore the number reported by DCF only included those who met the definition of homeless at the time

<sup>(4)</sup> Because it is impossible to count every homeless person in a 24-hour period, the homeless count is always an undercount and serves as an estimation of a community's homeless population for planning and program development purposes



	2013		2011	
	Percent	Number	Percent	Number
<b>Total Number of Homeless Persons Counted during 2013 Homeless Count</b>		<b>2,275</b>		<b>4,681</b>
<b>Households</b>				
Households with Children	11.18%	201		
Households without Children	88.60%	1,593		
Households with Children under 18 only	0.22%	4		
<b>Total</b>		<b>1,798</b>		
People in Households with Children	25.63%	583		
People in Households without Children	74.20%	1,688		
Children in Households with Children only	0.18%	4		
<b>Total</b>		<b>2,275</b>		
<b>Gender</b>				
Male	64.25%	1161	70.95%	2889
Female	35.47%	641	28.78%	1172
Refused	0.11%	2	0.07%	3
Other	0.17%	3	0.20%	8
<b>Total</b>		<b>1,807</b>		<b>4,072</b>
<b>Age</b>				
<18	17.86%	341	26.75%	1040
18-59	77.11%	1472	68.88%	2678
60+	5.03%	96	4.37%	170
<b>Total</b>		<b>1,909</b>		<b>3,888</b>
<b>Primary Race</b>				
American Indian/Native American	1.97%	36	1.95%	46
Asian	0.71%	13	0.55%	13
Black/African American	38.64%	706	41.83%	988
Native Hawaiian/Pacific Islander	0.60%	11	0.51%	12
White	56.10%	1025	53.90%	1273
Refused	1.97%	36	1.27%	30
<b>Total</b>		<b>1,827</b>		<b>2,362</b>
<b>Ethnicity</b>				
Hispanic/Latino	15.74%	276	14.35%	348
Not Hispanic/Latino	83.75%	1469	82.68%	2005
Refused	0.51%	9	2.97%	72
<b>Total</b>		<b>1,754</b>		<b>2,425</b>

<b>Military Service</b>				
Yes	19.02%	170	8.91%	174
No	80.98%	724	91.09%	1778
<b>Total</b>		<b>894</b>		<b>1,952</b>

<b>Number of Homeless Episodes in Past 3 Years</b>				
No prior episode (first time)	10.64%	158	n/a	n/a
1 time	47.41%	704	50.12%	649
2-3 times	26.53%	394	32.74%	424
4 or more times	15.42%	229	17.14%	222
<b>Total</b>		<b>1,485</b>		<b>1,295</b>

<b>Chronic Homelessness***</b>				
Chronic Homeless Individuals	84.19%	426	100.00%	679
Chronic Homeless Families	n/a	28	n/a	n/a
Total Chronic Households	n/a	454	n/a	679
Number of people in chronic families	15.81%	80	n/a	n/a
<b>Total Chronic Persons</b>		<b>506</b>		<b>679</b>

<b>Disabling Condition</b>				
Yes	56.44%	824	40.92%	964
No	43.56%	636	59.08%	1392
<b>Total</b>		<b>1,460</b>		<b>2,356</b>

<b>If yes, what conditions?</b>				
Physical	32.20%	189	3.18%	47
Developmental	6.64%	39	0.20%	3
Mental Health	31.01%	182	66.53%	982
Substance Abuse/Addictions	27.60%	162	29.47%	435
HIV/AIDS	2.56%	15	0.61%	9
<b>Total</b>		<b>587</b>		<b>1,476</b>

\*All percentages are based on total responses for the category, not all questions had full response rates.

\*\*Because it is impossible to count every homeless person in a 24-hour period, the homeless count is always an undercount and serves as an estimation of a community's homeless population.

\*\*\*In order to meet HUD's definition of Chronic Homeless an individual must be homeless 4 or more times in a three year period and have a disabling condition.

For more information about homelessness in Hillsborough County and the homeless count, please contact:  
The Homeless Coalition of Hillsborough County  
(813) 223-6115

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Thursday, March 14, 2013 3:20 PM  
**To:** Thomas Snelling  
**Subject:** Fwd: OBAMA ADMINISTRATION RENEWS SUPPORT FOR MORE THAN 7,000 LOCAL HOMELESS PROGRAMS ACROSS THE U.S.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

Begin forwarded message:

**From:** Karen Jackson-Sims <[Karen.Ja.Sims@hud.gov](mailto:Karen.Ja.Sims@hud.gov)>  
**Date:** March 13, 2013, 2:54:05 PM EDT  
**To:** <[Bob.Buckhorn@ex.tampagov.net](mailto:Bob.Buckhorn@ex.tampagov.net)>  
**Subject:** OBAMA ADMINISTRATION RENEWS SUPPORT FOR MORE THAN 7,000 LOCAL HOMELESS PROGRAMS ACROSS THE U.S.


See below announcement. If you click on link it will show you all the awards to the agencies associated with the Tampa Hillsborough COC.

*One Region - One HUD*

Karen Jackson Sims  
Deputy Regional Administrator  
Atlanta Regional Office  
U. S. HUD  
40 Marietta Street  
Atlanta, GA 30303  
Telephone: 678.732.2776  
Fax: 404.730.2392

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 Please do not print this e-mail unless necessary.

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## UD NEWS

U.S. Department of Housing and Urban Development – Shaun Donovan,  
Secretary  
Office of Public Affairs, Washington, DC 20410

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HUD No. 13-034

RELEASE

Brian Sullivan

202-708-0685

2013

<http://www.hud.gov/news/index.cfm>

FOR

Wednesday  
March 13,

### **OBAMA ADMINISTRATION RENEWS SUPPORT FOR MORE THAN 7,000**

#### **LOCAL HOMELESS PROGRAMS ACROSS THE U.S.**

*Local planners urged to rethink traditional approaches to homelessness*

WASHINGTON – U.S. Housing and Urban Development (HUD) Secretary Shaun Donovan today renewed support for 7,000 local homeless housing and service programs across the U.S. Provided through HUD’s *Continuum of Care Program*, the funding announced today will ensure these local projects remain operating in the coming year. This year, HUD challenged local communities to reexamine their response to homelessness and give greater weight to proven strategies, from providing ‘rapid re-housing’ for homeless families to permanent supportive housing for those experiencing chronic homelessness (see attached chart).

The \$1.5 billion in grants announced today support a wide range of programs including street outreach, client assessment, and direct housing assistance. Later this year, HUD will award additional grant funding to support hundreds of other local programs. [View a complete list of all the state and local homeless projects awarded funding.](#)

“The evidence is clear that every dollar we spend on those programs that help find a stable home for our homeless neighbors not only saves money but quite literally saves lives,” said Donovan. “We know these programs work and we know these grants can mean the difference between homeless persons and families finding stable housing or living on our streets.”

*Continuum of Care* grants are awarded competitively to local projects to meet the needs of their homeless clients. The grants fund a wide variety of programs from street outreach and assessment to transitional and permanent

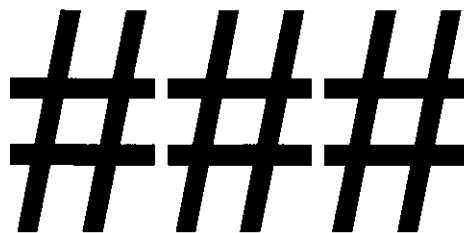
housing for homeless persons and families. HUD funds are a critical part of the Obama Administration's strategic plan to prevent and end homelessness.

While the Fiscal Year 2012 funds awarded today are not impacted by the automatic across-the-board budget cuts under sequestration that began March 1st, Donovan cautioned that future budget cuts may reverse significant reported declines in homelessness: "During this challenging budget climate, we must make certain that we don't balance our books on the backs of our most vulnerable citizens. When we make even modest investments in these programs, we see a measureable decline in homelessness."

HUD recently announced its 2012 "point in time" estimate of the number of homeless persons in America. Approximately 3,000 cities and counties reported 633,782 homeless persons on a single night in January of 2012, largely unchanged from the year before. While HUD found significant declines among the long-term homeless and veterans, local communities reported an increase in the number of sheltered and unsheltered families with children.

HUD's *Continuum of Care* grants announced today will continue offering permanent and transitional housing to homeless persons as well as services including job training, health care, mental health counseling, substance abuse treatment and child care. *Continuum of Care* grants are awarded competitively to local programs to meet the needs of their homeless clients.

In 2010, President Obama and 19 federal agencies and offices that form the U.S. Interagency Council on Homelessness (USICH) launched the nation's first comprehensive strategy to prevent and end homelessness. *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* puts the country on a path to end veterans and chronic homelessness by 2015 and to ending homelessness among children, family, and youth by 2020.



*HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transform the way HUD does business. More information about HUD and its programs is available on the Internet at [www.hud.gov](http://www.hud.gov) and <http://espanol.hud.gov>. You can also follow HUD on twitter @HUDnews, on facebook at [www.facebook.com/HUD](http://www.facebook.com/HUD), or sign up for news alerts on [HUD's News Listserv](#).*



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## Conchita Tilton

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**From:** Bob Buckhorn  
**Sent:** Thursday, March 14, 2013 2:06 PM  
**To:** Bob Buckhorn  
**Subject:** Fwd: OBAMA ADMINISTRATION RENEWS SUPPORT FOR MORE THAN 7,000 LOCAL HOMELESS PROGRAMS ACROSS THE U.S.  
**Attachments:** Mail.txt

## Conchita Tilton

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**From:** Jackson-Sims, Karen <Karen.Ja.Sims@hud.gov>  
**Sent:** Wednesday, March 13, 2013 2:54 PM  
**To:** Bob Buckhorn  
**Subject:** OBAMA ADMINISTRATION RENEWS SUPPORT FOR MORE THAN 7,000 LOCAL HOMELESS PROGRAMS ACROSS THE U.S.  
**Attachments:** image008.jpg; image012.png; image013.png; image014.png; image015.png; image016.png

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One Region - One HUD

Karen Jackson Sims  
Deputy Regional Administrator  
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40 Marietta Street  
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[cid:image008.jpg@01CE1FE4.65470200]HUD NEWS U.S. Department of Housing and Urban Development - Shaun Donovan, Secretary Office of Public Affairs, Washington, DC 20410

HUD No. 13-034  
Brian Sullivan  
202-708-0685  
<http://www.hud.gov/news/index.cfm>

FOR RELEASE  
Wednesday  
March 13, 2013

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Local planners urged to rethink traditional approaches to homelessness

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The \$1.5 billion in grants announced today support a wide range of programs including street outreach, client assessment, and direct housing assistance. Later this year, HUD will award additional grant funding to support hundreds of other local programs. View a complete list of all the state and local homeless projects awarded funding.<[http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/homeless/budget/2012](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/homeless/budget/2012)>

"The evidence is clear that every dollar we spend on those programs that help find a stable home for our homeless neighbors not only saves money but quite literally saves lives," said Donovan. "We know these programs work and we know these grants can mean the difference between homeless persons and families finding stable housing or living on our streets."

Continuum of Care grants are awarded competitively to local projects to meet the needs of their homeless clients. The grants fund a wide variety of programs from street outreach and assessment to transitional and permanent housing for homeless persons and families. HUD funds are a critical part of the Obama Administration's strategic plan to prevent and end homelessness.

While the Fiscal Year 2012 funds awarded today are not impacted by the automatic across-the-board budget cuts under sequestration that began March 1st, Donovan cautioned that future budget cuts may reverse significant reported declines in homelessness: "During this challenging budget climate, we must make certain that we don't balance our books on the backs of our most vulnerable citizens. When we make even modest investments in these programs, we see a measureable decline in homelessness."

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###

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[www.facebook.com/HUD](http://www.facebook.com/HUD)<<http://www.facebook.com/HUD>>, or sign up for news alerts on HUD's News Listserv<<http://portal.hud.gov/hudportal/HUD?src=/subscribe/signup&listname=HUD%20News&list=HUD-NEWS-L>>.

State

Project Count

Total Funding

Alaska

24

\$3,576,068

Alabama

67

\$16,147,121

Arkansas

21

\$4,085,903

Arizona

109

\$36,351,608

California

800

\$243,306,646

Colorado

83

\$19,668,850

Connecticut

158

\$32,069,537

District of Columbia

65

\$19,802,460

Delaware

21

\$5,430,422

Florida

332

\$73,897,748

Georgia

151

\$31,402,011

Guam

7

\$1,064,871

Hawaii

35

\$10,992,274

Iowa

48

\$8,039,132

Idaho

39

\$3,836,371

Illinois

367

\$83,506,154

Indiana

77

\$10,803,162

Kansas

53

\$7,758,751

Kentucky

91

\$17,524,036

Louisiana

167

\$28,281,064

Massachusetts

313

\$63,505,853

Maryland

215

\$45,635,181

Maine

42

\$10,565,044

Michigan

275

\$58,236,055

Minnesota

186



\$24,331,193

Missouri

107

\$23,172,968

Mississippi

34

\$5,030,141

Montana

20

\$2,580,006

North Carolina

126

\$17,019,008

North Dakota

22

\$2,004,387

Nebraska

37

\$7,046,242

New Hampshire

51

\$5,799,610

New Jersey

176

\$24,143,919

New Mexico

49

\$8,209,451

Nevada

30

\$7,349,289

New York

652

\$182,038,149

Ohio

288

\$76,833,152

Oklahoma

47

\$5,612,892

Oregon

118

\$22,260,051

Pennsylvania

467

\$82,703,779

Puerto Rico

23

\$9,156,473

Rhode Island

43

\$4,786,148

South Carolina

51

\$8,075,529

South Dakota

7

\$1,230,329

Tennessee

141

\$18,666,570

Texas

231

\$65,942,897

Utah

59

\$7,842,765

Virginia

140

\$22,450,721

Virgin Island

2

\$132,512

Vermont

20

\$3,406,105

Washington

206

\$38,739,022

Wisconsin

92

\$21,018,861

West Virginia

50

\$5,384,265

Wyoming

3

\$243,155

TOTAL

7038

\$1,538,695,911

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, February 20, 2013 4:07 PM  
**To:** Glissen, Ali  
**Subject:** Fwd: Zach Bonner

Call him and see what he needs. He is a really good young man and been active in this cause since he was 10.

### *Bob Buckhorn*

Mayor  
City of Tampa  
306 East Jackson Street  
Tampa, Fl 33602  
(813) 274-8251

>>> Zach <[zachsredwagon@aol.com](mailto:zachsredwagon@aol.com)> 2/20/2013 3:51 PM >>>  
Dear Mayor Buckhorn,

This is Zach Bonner. I hope you are doing well. I would like to run an idea past you and see what you think. A friend of mine Derek McKee is a magician in Denver Colorado. Like me he is a homeless youth advocate and we are working on a couple projects together. (he is 18 and a senior in high school) He recently went to the Mayor of Denver with a proposal to raise can food for local food banks and funds for the Little Red Wagon Foundation. The Mayor loved it and even donated \$500 to the project. As he was telling me about it I started thinking about Tampa and doing something similar here. The concept is to live in a glass room for 4 days and 3 nights. March 27th thru the 30th. Have people bring can goods to try and cover the whole glass room. We also want to put a slot in the room where people can make donations and try to fill the box I am living in with cash forcing me out. My idea was to design the box to be informative as well. Have my breakfast and lunch provided by the public school system as a lot of homeless teens depend on those meals. Then get my evening meals and Saturday meals provided by a "ZachPack" the same as I give homeless kids to show the importance of the backpacks and how they provide needs for the kids. In fact all I plan on taking into the box with me for the 4 days is "Zachpacks" a sleeping bags and a box to put on the ground same as a homeless kid would do if sleeping in the elements. I thought it would be cool to set up a corner of the box to represent a library showing how much the homeless in general depend on the computers in the libraries. Maybe a park bench. My phone. I want the experiment/fund raiser to be a positive for the city of Tampa. To draw awareness to the issue of homelessness, to raise money for my foundation so I can continue my backpack program, to raise money to help with the opening of a day center for homeless youth here in Tampa and to help Metropolitan Ministries and Frances house with food donations. We would have a live web feed in the box as well. Derek is planning to do his glass box at the same time so if possible there to be a live feed of him in his box for people to see in Tampa and one of me for people to see in Denver. Next year we would like to expand it to include other major cities around the country.

I have a short time to get this project together and was hoping that maybe the city might help me get the approvals and permits I need to do this and grant permission for me to do it near City Hall or in another downtown area. Maybe you could come do a kick off to the event.

I really believe this idea has a lot of promise and hope you will like it as much as we do.

Zachary L. Bonner  
Founder  
Little Red Wagon Foundation Inc.  
[www.LRWF.org](http://www.LRWF.org)  
Check out the trailer for:  
LITTLE RED WAGON

[www.GiveAndGlow.com](http://www.GiveAndGlow.com)

When the spirit of a child is combined with the experience of an adult great thing can be accomplished.  
Zach Bonner 2008

## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Monday, January 14, 2013 10:41 AM  
**To:** lisa.barkovic@hklaw.com  
**Subject:** Re: FW: Mayor Buckhorn

Love to but not coming to National Conference of Mayors. Not arriving until Sunday. Will be at your reception on Tuesday though.

*Bob Buckhorn*  
Mayor  
City of Tampa  
306 East Jackson Street  
Tampa, FL 33602  
(813) 274-8251

>>> <lisa.barkovic@hklaw.com> 1/14/2013 10:32 AM >>>  
Mayor,

I presume we are responding to HUD with your regrets. In any case, I did want to make sure you saw the invite from HUD.

Thanks,  
Lisa

Lisa Barkovic | Holland & Knight  
Sr Public Affairs Advisor  
800 17th Street, NW Suite 1100 | Washington DC 20006  
Phone 202.419.2486 | Fax 202.955.5564  
[lisa.barkovic@hklaw.com](mailto:lisa.barkovic@hklaw.com) | [www.hklaw.com](http://www.hklaw.com)

-----Original Message-----

From: Szubrowski, Leigh [<mailto:Jennifer.L.Szubrowski@hud.gov>]  
Sent: Monday, January 14, 2013 9:55 AM  
To: Barkovic, Lisa A (WAS - X72486)  
Cc: Bruns, Melissa S; Brown, Michael A  
Subject: Mayor Buckhorn

Hi Lisa!

Happy New Year. Hope you had a great holiday.  
I wanted to touch base with you on the upcoming US Conference of Mayors.

We are trying to pull together a group of Mayors, SOHUD, and Barbara Poppe from United States Interagency Council on Homelessness (USICH) on Friday, January 18th at 12:15 PM at the Capitol Hilton (room pending). Would this timing work for the Mayor?

Attending the meeting would be United States Interagency Council on Homelessness (USICH) President, Barbara Poppe, and Secretary Donovan.

The purpose of the meeting would be to build support and encourage Mayoral leadership in the ten cities by: reinforcing

the level of focus needed to achieve the 2015 goals, communicating how this initiative is aimed at supporting these goals, and demonstrating our partnership and support at working together to end homelessness. I'll get you additional information shortly.

The goal is to get ten Mayors in the room. They are Philadelphia, Atlanta, Chicago, Fresno, Houston, Los Angeles, New Orleans, Seattle, Tampa, and Phoenix.

Thanks again for your assistance!

Leigh

---

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## Conchita Tilton

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, January 02, 2013 11:26 AM  
**To:** James Shimberg  
**Subject:** FYI

New Miami-Dade camping law may clash with federal law protecting homeless

When Miami-Dade commissioners voted unanimously this month to ban overnight camping at "county facility property," they opened the doors to debate about how police should apply the measure to homeless people.

The action was a clear shot at the Occupy Wall Streeters who flooded public spaces, including outside County Hall, in the summer of 2011.

In addition to making it illegal to camp on county property, the measure toughens permitting rules for public gatherings and permissible "free speech" zones. It also gives police the authority to arrest violators, including the homeless.

But a 25-year-old court ruling could present a conflict, some legal observers say. A 1988 federal court decision in the Pottinger vs. The City of Miami case found that Michael Pottinger and about 6,000 other homeless people in Miami could not be harassed or punished for occupying public property because doing so would violate their fundamental right to travel, and to be free from cruel and unusual punishment.

The new ordinance specifically provides that if police direct a homeless person occupying a county facility to leave, the officer first must look for sleeping space for the homeless person at a county shelter. If there is none, or if the person refuses the option, he or she can be arrested for trespassing if they remain or return to the space.

An ACLU lawyer said the measure could again open the door for police to harass and arrest homeless people.

Read more here: <http://miamiherald.typepad.com/nakedpolitics/2013/01/new-miami-dade-camping-law-may-clash-with-federal-law-protecting-homeless.html#storylink=cpy>

*Bob Buckhorn*

Mayor

City of Tampa

306 East Jackson Street

Tampa, FL 33602

(813) 274-8251

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Wednesday, February 12, 2014 4:34 PM  
**To:** Daniel McDonald  
**Subject:** RE: 4481 Gandy Blvd

Thank you Dan.

Conchi Tilton  
274-7052

---

**From:** Daniel McDonald  
**Sent:** Wednesday, February 12, 2014 4:33 PM  
**To:** Conchita Tilton  
**Subject:** RE: 4481 Gandy Blvd

Tks for the remainder. I'm calling now...Dan

Sent via the Samsung Galaxy Note® 8.0, an AT&T 4G LTE tablet

----- Original message -----

**From:** Conchita Tilton <[Conchita.Tilton@tampagov.net](mailto:Conchita.Tilton@tampagov.net)>  
**Date:** 02/12/2014 4:29 PM (GMT-05:00)  
**To:** Daniel McDonald <[Daniel.McDonald@tampagov.net](mailto:Daniel.McDonald@tampagov.net)>  
**Cc:** Kevin Petry <[Kevin.Petry@tampagov.net](mailto:Kevin.Petry@tampagov.net)>  
**Subject:** FW: 4481 Gandy Blvd

Hi Dan,

Welcome back! Ms. Helfrich has called the Mayor's Office again today. Please contact Ms. Helfrich, she is anxiously awaiting a return call back. I did advise her that you have been out of the office, and today was your first day back.

Thank you!

Conchi Tilton  
274-7052

---

**From:** Conchita Tilton  
**Sent:** Friday, February 07, 2014 4:06 PM  
**To:** Daniel McDonald; Kevin Petry  
**Subject:** 4481 Gandy Blvd

Hello Kevin & Dan,

Mayor's Office received a phone call from Jacqueline Helfrich regarding an issue with vagrants/homeless people hanging out at the above referenced area. Ms. Helfrich would like a return call back ASAP; she would like to know what the city's policy is concerning vagrants. She is very frustrated.

Please contact Ms. Helfrich at 839-8117.

P.S. Kevin can you contact Ms. Helfrich since Dan is out of the office till next Wednesday.

Thank you for your assistance.

*Conchi Tilton*

City of Tampa

Mayor's Office

306 E. Jackson Street, IN

Tampa, FL 33602

813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, February 11, 2014 4:18 PM  
**To:** Daniel McDonald  
**Subject:** RE: 341 S. Plant Avenue

Very much appreciated.

Conchi Tilton  
274-7052

---

**From:** Daniel McDonald  
**Sent:** Tuesday, February 11, 2014 4:08 PM  
**To:** Conchita Tilton; Daniel McDonald  
**Cc:** Michele Phillips  
**Subject:** RE: 341 S. Plant Avenue

I'll call her tomorrow when I return to work.... Dan

Sent via the Samsung Galaxy S™ III, an AT&T 4G LTE smartphone

----- Original message -----

From: Conchita Tilton  
Date: 02/11/2014 4:06 PM (GMT-05:00)  
To: Daniel McDonald  
Cc: Michele Phillips  
Subject: 341 S. Plant Avenue

Hi Dan,

Mayor's Office received a phone call from Jennifer Marshall, a business owner at the above referenced address. Ms. Marshall has been dealing with homeless people around her property for many years and has spent a lot of money to protect her property. Recently the homeless issue has escalated and she is very frustrated. Holy Trinity Church has started to feed the homeless on Thursday nights and along with this has come a lot of nuisance from the homeless people.

Ms. Marshall would like to speak with you on this matter, in hopes there can be some kind of relief from the mess the homeless create on her property, and for the safety of her building and the employees.

Ms. Marshall can be reached at 786-1588.

Thank you for your assistance.

*Conchi Tilton*  
City of Tampa  
Mayor's Office  
306 E. Jackson Street, IN  
Tampa, FL 33602



## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, February 11, 2014 8:12 AM  
**To:** Kevin Petry  
**Subject:** RE: 4481 Gandy Blvd

Thank you Kevin.

Conchi Tilton  
274-7052

---

**From:** Kevin Petry  
**Sent:** Tuesday, February 11, 2014 8:05 AM  
**To:** Conchita Tilton  
**Subject:** RE: 4481 Gandy Blvd

Got it.

---

**From:** Conchita Tilton  
**Sent:** Friday, February 07, 2014 16:06  
**To:** Daniel McDonald; Kevin Petry  
**Subject:** 4481 Gandy Blvd

Hello Kevin & Dan,

Mayor's Office received a phone call from Jacqueline Helfrich regarding an issue with vagrants/homeless people hanging out at the above referenced area. Ms. Helfrich would like a return call back ASAP; she would like to know what the city's policy is concerning vagrants. She is very frustrated.

Please contact Ms. Helfrich at 839-8117.

P.S. Kevin can you contact Ms. Helfrich since Dan is out of the office till next Wednesday.

Thank you for your assistance.

*Conchi Tilton*  
City of Tampa  
Mayor's Office  
306 E. Jackson Street, IN  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Friday, January 31, 2014 8:31 AM  
**To:** Sal Ruggiero  
**Subject:** FW: 1002 & 1004 Hillsborough Ave

Hi Sal,

Per our phone conversation yesterday, please personally make contact with Denise Preziosi **after 3:30 PM**. Phone # is 417-3090.

See below emails.

Conchi Tilton  
274-7052

---

**From:** Conchita Tilton  
**Sent:** Monday, January 13, 2014 2:36 PM  
**To:** Sal Ruggiero  
**Subject:** RE: 1002 & 1004 Hillsborough Ave

Thank you.

Conchi Tilton  
274-7052

---

**From:** Sal Ruggiero  
**Sent:** Monday, January 13, 2014 2:32 PM  
**To:** Conchita Tilton  
**Subject:** RE: 1002 & 1004 Hillsborough Ave

Ok will get it fixed

---

**From:** Conchita Tilton  
**Sent:** Monday, January 13, 2014 2:28 PM  
**To:** Sal Ruggiero  
**Subject:** FW: 1002 & 1004 Hillsborough Ave

Hi Sal,

Denise Preziosi called the Mayor's Office again. She is not pleased with the response she received from the inspector.

Thanks,

Conchi Tilton  
274-7052

---

**From:** Conchita Tilton  
**Sent:** Friday, January 10, 2014 8:45 AM  
**To:** Sal Ruggiero  
**Subject:** RE: 1002 & 1004 Hillsborough Ave

Thank you.

Conchi Tilton  
274-7052

---

**From:** Sal Ruggiero  
**Sent:** Friday, January 10, 2014 8:45 AM  
**To:** Conchita Tilton  
**Subject:** Re: 1002 & 1004 Hillsborough Ave

Will do

---

**From:** Conchita Tilton  
**Sent:** Friday, January 10, 2014 08:16 AM  
**To:** Sal Ruggiero  
**Cc:** Michele Phillips  
**Subject:** 1002 & 1004 Hillsborough Ave

Hi Sal,

Mayor's Office received a phone call from Denise Preziosi, regarding the above referenced property that has a "shack" on it, which homeless people are hanging out. According to Ms. Preziosi, the "shack" needs to be torn down and removed completely from the property.

Also, at 9<sup>th</sup> and Mohawk there is a residential property that has several semi-trucks parked on it.

Ms. Preziosi would like a return call back at 417-3090.

Thank you,

*Conchi Tilton*  
City of Tampa  
Mayor's Office  
306 E. Jackson Street, IN  
Tampa, FL 33602  
813-274-7052



## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Thursday, January 16, 2014 2:17 PM  
**To:** Amy Sawyer  
**Subject:** RE: Invite - Mayor Buckhorn meet w/USICH at US Conf. of Mayors

I appreciate the information.

Conchi Tilton  
274-7052

---

**From:** Amy Sawyer [<mailto:amy.sawyer@usich.gov>]  
**Sent:** Thursday, January 16, 2014 1:37 PM  
**To:** Conchita Tilton  
**Subject:** RE: Invite - Mayor Buckhorn meet w/USICH at US Conf. of Mayors

Thank you for your quick response! I will pass on the Mayor's regards to Barbara and Laura.

As a note, we will be joining the Mayors for the *Hunger and Homeless Task Force*, which is scheduled for Friday, January 24 from 9:30-10:30AM, which is another opportunity for Mayor Buckhorn as his schedule allows.

Thank You,

[Amy.Sawyer@usich.gov](mailto:Amy.Sawyer@usich.gov) (202) 754-1581



No one should experience homelessness.  
*No one should be without a safe, stable place to call home.*

---

**From:** Conchita Tilton [<mailto:Conchita.Tilton@tampagov.net>]  
**Sent:** Thursday, January 16, 2014 1:06 PM  
**To:** Amy Sawyer  
**Subject:** RE: Invite - Mayor Buckhorn meet w/USICH at US Conf. of Mayors

Hello Amy,

Mayor Buckhorn appreciates the invite to meet with Director Barbara Poppe and Deputy Director Laura Zeilinger during the US Conference of Mayors on January 22-24, 2014. Regretfully, the Mayor's schedule during the conference will not permit him to meet. Mayor Buckhorn sends his regards.

Sincerely,

Conchi Tilton  
274-7052

---

**From:** Amy Sawyer [<mailto:amy.sawyer@usich.gov>]  
**Sent:** Thursday, January 16, 2014 10:51 AM  
**To:** Conchita Tilton  
**Cc:** Saralyn Adish  
**Subject:** Invite - Mayor Buckhorn meet w/USICH at US Conf. of Mayors

Hi,

Thank you for taking my call today. We've had the opportunity to work with the Tampa-Hillsborough Homeless Initiative and know that Tampa is committed to ending homelessness.

The US Interagency Council on Homelessness director Barbara Poppe and deputy director Laura Zeilinger will be at the upcoming US Conference of Mayors in Washington DC – we would love the opportunity to connect Mayor Buckhorn on the issue of homelessness while he is there.

I look forward to hearing from you soon!

Thank you,

Amy Sawyer  
Regional Coordinator  
United States Interagency Council on Homelessness  
(202) 754-1581 phone  
(202) 708-1216 fax  
[Amy.Sawyer@usich.gov](mailto:Amy.Sawyer@usich.gov)  
**USICH HAS MOVED: Please note new address**  
1275 First Street NE, Ste. 227  
Washington DC, 20417



*No one should experience homelessness.  
No one should be without a safe, stable place to call home.*

   
**visit our**  
**website**

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Wednesday, January 15, 2014 1:28 PM  
**To:** Paul Driscoll  
**Subject:** RE: 107 S. Willow

Thank you Paul.

Conchi Tilton  
274-7052

---

**From:** Paul Driscoll  
**Sent:** Wednesday, January 15, 2014 11:33 AM  
**To:** Kevin Petry  
**Cc:** Conchita Tilton; Sal Ruggiero; Michele Phillips  
**Subject:** FW: 107 S. Willow

---

**From:** Joaquin Diaz  
**Sent:** Wednesday, January 15, 2014 7:52 AM  
**To:** Marc Hamlin  
**Cc:** Paul Driscoll  
**Subject:** RE: 107 S. Willow

Kevin Kirk arrested this guy yesterday for Possession of Cocaine.

---

**From:** Marc Hamlin  
**Sent:** Wednesday, January 08, 2014 10:50 AM  
**To:** Joaquin Diaz  
**Cc:** Paul Driscoll  
**Subject:** Fwd: 107 S. Willow

Jack,

Please handle this.

Thanks,  
Marc

*Sent from my Verizon Wireless 4G LTE DROID*

----- Original Message -----

Subject: FW: 107 S. Willow  
From: Kevin Petry <[Kevin.Petry@tampagov.net](mailto:Kevin.Petry@tampagov.net)>  
To: Paul Driscoll <[Paul.Driscoll@tampagov.net](mailto:Paul.Driscoll@tampagov.net)>, Marc Hamlin <[Marc.Hamlin@tampagov.net](mailto:Marc.Hamlin@tampagov.net)>, Roosevelt Ratliff <[Roosevelt.Ratliff@tampagov.net](mailto:Roosevelt.Ratliff@tampagov.net)>  
CC:

Hello District One,

Can you have someone call Ms. Canella?

---

**From:** Conchita Tilton  
**Sent:** Wednesday, January 08, 2014 09:08  
**To:** Kevin Petry; Sal Ruggiero  
**Cc:** Michele Phillips  
**Subject:** 107 S. Willow

Hi Kevin and Sal,

Mayor's Office received a phone call from Pam Canella (owner of a tea room on S. Willow) concerning a homeless man that is living at the above referenced address. Every time she has guest attending her business, the homeless man sets a chair on the sidewalk and watches the tea room. Ms. Canella is very frustrated and would like assistance from the city.

Not sure if this one goes to CE or TPD. Ms. Canella would like a return call back. She can be reached at 293-3579.

Thank you for your assistance.

*Conchi Tilton*  
City of Tampa  
Mayor's Office  
306 E. Jackson Street, IN  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Friday, September 13, 2013 11:54 AM  
**To:** Miray Holmes  
**Subject:** RE: Chet Roberts

Thank you Miray. I appreciate the information you have provided.

### *Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

---

**From:** Miray Holmes  
**Sent:** Friday, September 13, 2013 11:45 AM  
**To:** Conchita Tilton  
**Cc:** Michele Miles; Irvin Lee; Carla Jackson; Daniel McDonald  
**Subject:** Chet Roberts

Good Morning Conchi:

Per our conversation, the following is background information on Mr. Chet Roberts:

- Lives in the Ridgewood Park CPCA, Inc. Neighborhood Association.
- I met with Mr. Roberts on Wednesday, September 11 after he was referred to me by Michelle. I gave him the publicly available information for The Tampa Riverwalk Project and West River Development provided by Lee Hoffman.
- Mr. Roberts specific questions for the Mayor will be:
  - What are the plans to re-energize and place an emphasis on his community area?
  - When will the neighborhood streets be paved (N. Ridgewood Avenue, W. Park Avenue, W. Frances Avenue, W. Amelia Avenue, N. Glenwood Drive etc.)?
  - When will the neighborhood get new sidewalks? The neighborhood association has recently applied for CDBG funds for sidewalks that will be announced in October.
  - When will the COT do street landscaping in the right of ways?
  - Are there plans to upgrade Plymouth & Riverside Parks?

My perception is that Mr. Roberts has been reading about the various infrastructure improvements the City has been making and there are none being done in his area. I encouraged Mr. Roberts to attend the September 9<sup>th</sup> budget hearing to request funding for the issues mentioned above.

Stacey Warder is the President of Ridgewood Park CPCA, Inc. Neighborhood Association and is one of stronger, more engaged homeowner presidents we work with. If the Mayor is going to meet with Mr. Roberts, Ms. Warder should also be included. I understand she has written the Mayor regarding homeless issues in that area.

Please let me now if you have any questions or need additional information.

Miray

Miray Ross Holmes, Manager

Department of Neighborhood Empowerment

Community Partnerships & Neighborhood Engagement Division

PO Box 2200

Tampa, FL 33601-2200

Physical Address:

306 East Jackson Street - 147A2N

Tampa, FL 33602

Phone: 813-274-7574

Fax: 813-274-7410

Email: [miray.holmes@tampagov.net](mailto:miray.holmes@tampagov.net)

## **Conchita Tilton**

---

**From:** Conchita Tilton  
**Sent:** Friday, August 23, 2013 8:21 AM  
**To:** Kevin Petry; Sal Ruggiero  
**Cc:** Daniel McDonald; Michele Phillips; Melissa Jammes  
**Subject:** 8413 N. Ola

Hi Kevin and Sal,

Mayor's Office received a phone call from Pat Strickland (80 yrs old) to report the above referenced address has trash in the front yard, homeless people and drug dealers have been hanging out on the property. The owner of the property passed away several years ago and the home has been vacant.

Ms. Strickland can be reached at 933-9680.

Thank you,

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, July 30, 2013 11:31 AM  
**To:** Sal Ruggiero  
**Subject:** RE: 4022 & 4020 W. Margarite

Thank you Sal.

### *Conchita Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

---

**From:** Sal Ruggiero  
**Sent:** Tuesday, July 30, 2013 10:45 AM  
**To:** Conchita Tilton  
**Subject:** RE: 4022 & 4020 W. Margarite

Will look into these

Sal Ruggiero  
Neighborhood Empowerment Manager  
City of Tampa, Neighborhood Empowerment Department  
2105 N. Nebraska Avenue  
Tampa, Florida 33602-2200

(813) 307-5525 Office  
(813) 274-5567 Fax

[Sal.Ruggiero@tampagov.net](mailto:Sal.Ruggiero@tampagov.net)

---

**From:** Conchita Tilton  
**Sent:** Tuesday, July 30, 2013 9:34 AM  
**To:** Sal Ruggiero  
**Cc:** Michele Phillips  
**Subject:** 4022 & 4020 W. Margarite

Hi Sal,

Mayor's Office received a phone call from Carolyn Fritz reporting the above referenced addressed are in bad condition and hazardous for the surrounding properties.

4022 W. Margarite – this home burnt down and there is a lot of lose structural items, the trees also caught on fire and many branches are falling down

4020 w. Margarite – this home is vacant and in very poor condition, there has been signs of homeless people living in the house



Ms. Fritz can be reached 237-2034.

Thank you for your assistance.

*Conchi Tilton*

City of Tampa

Mayor's Office

306 E. Jackson Street

Tampa, FL 33602

813-274-7052

## **Conchita Tilton**

---

**From:** Conchita Tilton  
**Sent:** Thursday, July 18, 2013 3:21 PM  
**To:** Ali Glisson  
**Subject:** Bay News 9

Hi Ali,

Please contact Cheryl Glassford (Bay News 9) re: ordinance approved by City Council today on homeless.

Contact #: 727-510-5007

Thanks,

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, June 11, 2013 8:35 AM  
**To:** Patty Ayala  
**Cc:** Thomas Snelling; Stuart Campbell; Shirley Foxxknowles; Sandy Marshall; Bob Buckhorn; Dennis Rogero; Debra Rotolo  
**Subject:** Appointments - Affordable Housing Advisory Committee

Hello Patty,

Mayor has approved the appointment of the members listed below to the Affordable Housing Advisory Committee for a 3-year term beginning on June 15, 2013 and ending on June 14, 2016.

Home Builder; Russ Versaggi

Banking or Mortgage Banking; Harry Hedges (Housing Finance Authority)

Labor- Affordable Housing; John Latimer (Centre For Women Contractor)

Low income advocate/Affordable Housing; Maria Barcus (Homeless Coalition)

For Profit Provider of Affordable Housing; Debra Koehler (SAGE Partners)

Non-Profit Provider of Affordable Housing; Jose Garcia (Rebuilding Together Tampa Bay)

Please prepare resolution for Tampa City Council confirmation.

Thank you for your assistance.

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Monday, June 10, 2013 4:41 PM  
**To:** Thomas Snelling  
**Subject:** RE: Affordable Housing Advisory Committee

Thank you Thom.

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

---

**From:** Thomas Snelling  
**Sent:** Monday, June 10, 2013 4:34 PM  
**To:** Conchita Tilton  
**Cc:** RoseMary Soto  
**Subject:** FW: Affordable Housing Advisory Committee

FYI

---

**From:** Bob Buckhorn  
**Sent:** Wednesday, June 05, 2013 11:06 AM  
**To:** Thomas Snelling  
**Subject:** Re: Affordable Housing Advisory Committee

Great.

Regards,

Bob Buckhorn  
Mayor  
City of Tampa

On Jun 5, 2013, at 10:56 AM, "Thomas Snelling" <[Thomas.Snelling@tampagov.net](mailto:Thomas.Snelling@tampagov.net)> wrote:

Mayor,

Below are the individuals we recommend for Mayoral appointments to the Affordable Housing Advisory Committee. The committee must be re-established as part of the requirements for SHIP funding. As you know we will be receiving additional SHIP funding available sometime in July. The membership categories are established by the State and adopted in our original local ordinance. City Council appointment number 5, while Mayoral appointments number 6. We were able to use Debra Koehler from the ECC Committee. If you agree with these recommendations we will present to Council.

Home Builder; Russ Versaggi

Banking or Mortgage Banking; Harry Hedges (Housing Finance Authority)

Labor- Affordable Housing; John Lattimore (Centre For Women Contractor)

Low income advocate/Affordable Housing; Maria Barcus – Homeless Coalition

For Profit Provider of Affordable Housing; Debra Koehler SAGE Partners

Non-Profit Provider of Affordable Housing; Jose Garcia – Rebuilding Together Tampa Bay

**Thomas R.P. Snelling, Director**

City of Tampa

Planning and Development Services

1400 North Bouelvard

Tampa, Florida 33607

(813) 274-3100 x48577

[thomas.snelling@tampagov.net](mailto:thomas.snelling@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Thursday, May 30, 2013 3:45 PM  
**To:** Daniel McDonald  
**Subject:** RE: 3109 Spruce Street

Thank you Dan.

### *Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

---

**From:** Daniel McDonald  
**Sent:** Thursday, May 30, 2013 2:39 PM  
**To:** Kevin Amos; Conchita Tilton  
**Cc:** Michele Phillips; Sal Ruggiero  
**Subject:** RE: 3109 Spruce Street

I talked to Mr. Patel via telephone and offered TPD's assistance for keeping trespassers out of his property (there was no one there today). I've also emailed him a trespass affidavit since we don't have one on file. I also explained that we can assist with keeping a lookout for his property, but we can't act as a substitute for his own security measures...Dan

---

**From:** Kevin Amos  
**Sent:** Thursday, May 30, 2013 11:08 AM  
**To:** Daniel McDonald; Conchita Tilton  
**Cc:** Michele Phillips; Sal Ruggiero  
**Subject:** RE: 3109 Spruce Street

Hey Dan

These claims (as you well know) are often exaggerated and used as a smoke screen to cloud the real issues: his own violations.

We'll do what we can to help Mr. Patel. We appreciate the assistance as always. Be safe out there.

**Kevin L. Amos**  
**Code Enforcement District Supervisor**  
Department of Neighborhood Services  
Code Enforcement Division  
P O Box 2200  
Tampa FL 33601-2200  
*Office Location:*  
2105 N Nebraska Ave  
Tampa FL 33602

Office: 813 274-5501  
Cell: 813 426-5945  
Fax: 813 274-5567

[kevin.amos@tampagov.net](mailto:kevin.amos@tampagov.net)

---

**From:** Daniel McDonald  
**Sent:** Thursday, May 30, 2013 11:01 AM  
**To:** Kevin Amos; Conchita Tilton  
**Cc:** Michele Phillips; Sal Ruggiero  
**Subject:** RE: 3109 Spruce Street

I'm going there today to try and make contact with any of the homeless that may be living there...Dan

---

**From:** Kevin Amos  
**Sent:** Thursday, May 30, 2013 10:59 AM  
**To:** Conchita Tilton; Daniel McDonald  
**Cc:** Michele Phillips; Sal Ruggiero  
**Subject:** RE: 3109 Spruce Street

Hi Conchi:

I called and left a voice-mail message for Mr. Patel, explaining that we will assist where we can with respect to the problems that he has with the homeless and "unkowns" trespassing on his property. However, he still has the responsibility to resolve the violations that exist there. It is our position that it is the violations themselves - meaning the condition of the house that makes it an "attractive nuisance," not the *vacated placard* placed there by the department. We still have the responsibility to make clear (through the placard) that the property is unfit for human habitation. I asked him to call me when he could and we will work with him on these issues.

**Kevin L. Amos**  
**Code Enforcement District Supervisor**

Department of Neighborhood Services  
Code Enforcement Division  
P O Box 2200  
Tampa FL 33601-2200  
*Office Location:*  
2105 N Nebraska Ave  
Tampa FL 33602

Office: 813 274-5501  
Cell: 813 426-5945  
Fax: 813 274-5567

[kevin.amos@tampagov.net](mailto:kevin.amos@tampagov.net)

---

**From:** Conchita Tilton  
**Sent:** Wednesday, May 29, 2013 3:25 PM  
**To:** Daniel McDonald; Kevin Amos  
**Cc:** Michele Phillips; Sal Ruggiero  
**Subject:** 3109 Spruce Street

Hi Kevin and Dan,

Mayor's Office received a phone call from Anish Patel regarding the homeless people in the neighborhood causing an issue for him on his property. Mr. Patel has been cited by Code Enforcement and is not able to live in his home. The house has been posted with some kind of sign. Mr. Patel would like to know if Code Enforcement can work with him and at least remove the sign. The sign welcomes every homeless in the area, as it indicates the home is vacant.

Mr. Patel is doing his best to make the necessary repairs to the home, but he is not going to be able to continue if he does not get some assistance with the homeless coming onto his property.

Please contact Mr. Patel at 699-0386.

Thank you,

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052



## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Thursday, May 02, 2013 4:10 PM  
**To:** Kevin Petry  
**Subject:** RE: 903 E. 17th Avenue (Across the street from the Trinity Cafe)

Thank you Kevin.

### *Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

---

**From:** Kevin Petry  
**Sent:** Thursday, May 02, 2013 3:30 PM  
**To:** Conchita Tilton; Daniel McDonald  
**Cc:** Michele Phillips; Diane Hogley-Burney; Marc Hamlin; Mary OConnor  
**Subject:** RE: 903 E. 17th Avenue (Across the street from the Trinity Cafe)

Dan, Conchi, and District 3 Command Staff,

I spoke with Mr. Jerry Freedman regarding this issue. He appreciates the good things that the folks at the Trinity Café are trying to do and he is willing to accept some of the negative impact that may be caused as the cost of doing business, but he feels that having people defecate in front of his building is not something that he should have to accept or deal with. He said that it happens fairly frequently.

His position is that since the café invites homeless for the purpose of feeding than someone should provide adequate facilities on a 24 hour basis.

Dan - Welcome back! If you have a good relationship with the folks there at the café, and you get with them and see what their position is on this? Also can you touch base with the business there across the street and advise them of any possible solutions?

Thanks!!

Corporal Kevin Petry  
Executive Officer  
Office of the Chief of Police  
Tampa Police Department  
411 N. Franklin Street  
Tampa FL, 33602  
(813) 276-3785  
[Kevin.Petry@Tampagov.net](mailto:Kevin.Petry@Tampagov.net)

The Mission of the Tampa Police Department is to Reduce Crime and Enhance the Quality of Life Through a Cooperative Partnership with all Citizens.

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Please consider the environment before printing this e-mail 



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**From:** Conchita Tilton  
**Sent:** Thursday, May 02, 2013 11:56  
**To:** Daniel McDonald; Kevin Petry  
**Cc:** Michele Phillips  
**Subject:** 903 E. 17th Avenue

Hi Kevin & Dan,

Mayor's Office received a phone call from Adam Frasier regarding the homeless people defecating in front of his office building since the Trinity Café opened nearby.

Mr. Frasier would like to speak with someone ASAP. Contact number is 273-9858.

Thank you for your assistance.

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, April 16, 2013 11:55 AM  
**To:** Thomas Snelling  
**Subject:** Homeless

Hi Thom,

I asked Bridgett about the homeless event which we spoke about, and she does not have any knowledge about it.

Thanks,

*Conchi Tilton*

City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

## **Conchita Tilton**

---

**From:** Conchita Tilton  
**Sent:** Friday, March 15, 2013 4:31 PM  
**To:** Greg Bayor  
**Cc:** Michele Phillips; Lenora Roberson  
**Subject:** Richard King

Hi Greg,

Mayor's Office received a phone call from Richard King regarding Tower Park. There are a few issues he would like to address.

Park is being used as a golf course  
Homeless are hanging out all over the park

He also mentioned a park (did not know the name) on Sligh Avenue across from Leto High School that is also being used as a golf course.

Please have appropriate staff contact Mr. King at 857-3057.

Thank you,

*Conchi Tilton*  
City of Tampa  
Mayor's Office  
306 E. Jackson Street  
Tampa, FL 33602  
813-274-7052

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, March 05, 2013 3:56 PM  
**To:** Daniel McDonald  
**Cc:** Michele Phillips; Kevin Petry  
**Subject:** Downtown Homeless

Hi Dan,

Mayor's Office received a phone call from an anonymous caller who works downtown and is very concerned with the large number of homeless people hanging out all over downtown (parks/sidewalks). The caller was approached by a homeless person and felt threatened.

Thanks,

*Conchi Tilton*

*City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)*

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Thursday, February 28, 2013 2:21 PM  
**To:** Daniel McDonald  
**Subject:** Re: Homeless Issue

Thank you Dan...Conchi

>>> Daniel McDonald 2/28/2013 2:18 PM >>>  
I've called him and talked to him...Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
(813) 242-3848 Fax  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)

>>> Conchita Tilton 2/28/2013 10:12 AM >>>  
Hi Dan,  
Mr. Roberts has called the Mayor's Office again today. Please make contact.  
Thanks,

*Conchi Tilton*

*City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)*

>>> Daniel McDonald 2/27/2013 9:57 AM >>>  
I'll be in touch with him....Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office

(813) 731-7982 Cell

[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)

>>> Conchita Tilton 02/27/13 9:54 AM >>>

Hi Dan,

Mayor's Office received a phone call from Chet Roberts regarding the homeless people hanging out all over his neighborhood and they are even going to resident's doors and soliciting for assistance. Mr. Roberts lives at 2402 Ridgewood Avenue, there are many children in the neighborhood. Mr. Roberts is seeking assistance with the homeless issue in his neighborhood.

Please contact Mr. Roberts a 225-1063.

Thank you for your assistance.

Conchi Tilton

City of Tampa

Office of the Mayor

306 E. Jackson Street

Tampa, FL 33602

Ph: 813-274-7052

[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Thursday, February 21, 2013 4:27 PM  
**To:** Daniel McDonald  
**Subject:** Re: Gail Howell

Thank you.

>>> Daniel McDonald 2/21/2013 4:24 PM >>>

That was me that talked to her. I explained that she could not give out food without a special events permit on public property. On private property, she does not a permit but needs permission of the property owner.

I was more puzzled why she was giving out lunches outside the Trinity Cafe at they same time they are also serving lunch (they have a kitchen, dining room and professional chef).

I'll give her a call and make sure she fully understands the rules...Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)  
>>> Conchita Tilton 02/21/13 4:07 PM >>>  
Hi Dan,

Mayor's Office received a phone call from Gail Howell who was in the area of Henderson & Florida Avenue earlier today giving out lunch boxes to the homeless. Ms. Howell was stopped by a TPD officer and was told she could not give out the lunches to the homeless.

Ms. Howell is from a church ministry and would like to know the rules and what the city requires to be able to give out free food to the homeless.

Ms. Howell can be reached at 760-0273.

Thank you,

Conchi Tilton  
City of Tampa



Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, February 19, 2013 2:35 PM  
**To:** Daniel McDonald  
**Cc:** Kevin Amos; Kevin Petry  
**Subject:** Fwd: 202 E 7th Ave (508-12)  
**Attachments:** 202 E 7th Ave (508-12).txt

Hello Dan,

Please see attached email. Any assistance on this matter would be greatly appreciated.

Thank you,

*Conchi Tilton*

*City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)*

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, February 12, 2013 9:53 AM  
**To:** Daniel McDonald  
**Subject:** Re: Lykes Gaslight Square Park - Homeless

Very much appreciated!

*Conchi Tilton*

*City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)*

>>> Daniel McDonald 2/12/2013 9:46 AM >>>  
I'll make contact with him...Best regards, Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)  
>>> Conchita Tilton 02/11/13 2:43 PM >>>  
Hi Officer McDonald,

Mayor's Office received a phone call from Harry Costello regarding Lykes Gaslight Square Park which has been full of homeless people occupying every park bench from 7 AM into the evenings. Mr. Costello has numerous women that work in his office and have been complaining to him that they are not able to go out to the park during their lunch time and enjoy the weather, read on a park bench etc.

Please contact Mr. Costello at 221-0030 in hopes his concern can be addressed appropriately.

Thank you for your assistance.

Conchi Tilton  
City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, October 30, 2012 8:27 AM  
**To:** Kevin Petry  
**Cc:** Michele Phillips; Daniel McDonald  
**Subject:** Susie Malloy

Hi Kevin,

Mayor's Office received a phone from Susie Malloy regarding the traffic on Westshore Blvd. She is tired of being cut-off as she approaches the left turn lanes onto Kennedy Blvd. There is also homeless people at that intersection and she feels they are going to be hit by a vehicle. The city needs to install reflector post in the median.

Ms. Malloy feels TPD needs to monitor this intersection, as she has never seen an officer in the area.

Ms. Malloy can be reached at 757-672-9181.

Thank you,  
Conchi Tilton

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, October 16, 2012 3:27 PM  
**To:** Daniel McDonald  
**Subject:** Re: Hillsborough & Himes

Dan,  
Thank you and I appreciate the update on Juan Perez.  
Conchi

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

>>> Daniel McDonald 10/16/2012 3:19 PM >>>  
This has been an ongoing issue. Thanks for the update. I'll check it out.

Also, if you see this person in the attached photo (H/M Juan C. Perez, 01/08/58) around City Hall, I've issued him a trespass warning (he is the guy with the catheter bag). I've already sent his photo and info. to Allan. I've told him to stay away from City Hall and city property or risk arrest.

Best regards,  
Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
(813) 242-3848 Fax  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)

>>> Conchita Tilton 10/16/2012 12:04 PM >>>  
Hi Dan,

Mayor's Office received a phone call from Dale Freedman reporting a homeless camp in the area referenced above. Mr. Freedman stated, in the past the city has cleaned up the area of homeless people hanging out, but they are back.

For any further information, please contact Mr. Freedman at 243-2322.

Thank you for your assistance.  
Conchi Tilton

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, October 16, 2012 12:07 PM  
**To:** Thomas Snelling  
**Subject:** Re: 400 Block of Palm Avenue

okay...I am sure he is not going to be happy to hear that it is a donation drop off.  
Thanks,  
Conchi

>>> Thomas Snelling 10/16/2012 11:50 AM >>>  
I called him back and left a message that it was a donation drop off and not a feeding facility.

>>> Conchita Tilton 10/16/2012 11:43 AM >>>  
Hi Thom,

Mayor's Office received a phone call from Chet Roberts regarding a property at the 400 block of Palm Avenue that has set up a parking lot with huge tents and is feeding the homeless. Mr. Roberts lives at 2402 Ridgewood Avenue and he does not want the homeless to be fed near his home.

Please contact Mr. Roberts at 225-1063 in hopes his concern can be addressed appropriately.

Thank you for your assistance.  
Conchi Tilton

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Monday, October 15, 2012 9:09 AM  
**To:** Daniel McDonald  
**Subject:** Re: 705 Columbus Drive

Thank you for all your assistance...it is greatly appreciated!  
Conchi

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

>>> Daniel McDonald 10/12/2012 4:57 PM >>>  
Greetings to all,

I was there this afternoon with officers Pagano and York. We made an open container of alcohol arrest (within 500 feet of a store licensed to sell for off-premise consumption). I've told to occupant of the tent to take it down. Based on my conversation with Mr. Henry, I think the tent has been moved. I will conduct a follow up visit to check.

Please let me know if I can assist further....Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)  
>>> Kevin Amos 10/12/12 4:35 PM >>>  
Hi Conchi:

I spoke to Mr. Henry just moments ago to learn more about his complaint. This is an ongoing issue that this office has been dealing with in regards to a two story quad-plex that has multiple violations. The Code Enforcement District Supervisor and his Senior Inspector have been directly involved in the case and I will brief them on the latest developments as reported by Mr. Henry. I have also briefed the Director with respect to Mr. Henry's call.

Have a great weekend.

Supervising Inspector Kevin L. Amos  
Code Enforcement District III Supervisor  
Tampa Code Enforcement,  
Department of Neighborhood Services  
2105 N. Nebraska Ave.  
Tampa, FL 33602  
Cell Phone:(813) 426-5945



✓ Customer Service:(813) 274-5545

>>> Conchita Tilton 10/12/2012 4:00 PM >>>

Hi Jake,

Mayor's Office received a phone call from Fred Henry regarding the above referenced vacant property which now has a tent on the back of the property. Currently, there are about 20 people hanging out at this vacant property. Mr. Henry has just arrived back to Tampa from being out of town on business, the tent was not up earlier in the week. Residents in the area around the vacant property are going to be calling him, and he would like to advise appropriately.

Please contact Mr. Henry at 561-445-8414.

Thank you for your assistance.

Conchi Tilton

City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Wednesday, October 03, 2012 10:26 AM  
**To:** Daniel McDonald  
**Subject:** Re: 1624 E. 7th Avenue

Thank you...Conchi

>>> Daniel McDonald 10/3/2012 10:12 AM >>>  
I'll make contact with her..Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)  
>>> Conchita Tilton 10/03/12 9:24 AM >>>  
Hi Dan,

Mayor's Office received a phone call from Charlotte regarding (2) employees that work in her office which were assaulted this morning by a homeless female. TPD was called out, but the officer did not due anything. The incident occurred at above referenced address at about 8 AM.

Charlotte is concerned for all the employees that work in the area and have to deal with the homeless hanging around.

Please contact Charlotte at 712-6027.

Thank you for your assistance.  
Conchi Tilton

City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Thursday, September 27, 2012 4:45 PM  
**To:** Heather Erickson  
**Subject:** Re: Mayor's Office Request - Chaney Park

Heather,  
Thank you for the update.  
Conchi

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

>>> Heather Erickson 9/27/2012 4:42 PM >>>  
Conchi/Michelle:

My apologies as I updated Mr. Bayor and did not cc you with my response.

Staff is setting up a meeting with Pastor Richardson to discuss his concerns, as well as our concerns, early next week when Regina McBride-Smith returns from annual leave.

The tables have been removed due to vandalism and will be replaced once we have received the replacement tables. There are several other tables and benches in the park for patrons.

We have great compassion for the Pastor's work in feeding the homeless in the area, but need to find a middle ground to move forward. We do have a problem at the park with homeless individuals being fed and sleeping in the park -we do not have restroom facilities and need to come up with a more sanitary solution.

I will be happy to update you once we are able to meet with Pastor Richardson.

Will be in touch soon.

Heather

>>> Sharon Lewis 9/27/2012 4:20 PM >>>  
Hi Heather,

See below email. Once you have made contact please update Conchi & Michelle, and please copy me. Thank you

Sharon Lewis  
Office Support Specialist IV  
Parks & Recreation Dept.  
Phone: 274-8015  
Fax: 274-7744

In the words of Mahatma Gandhi - A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is a part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us the opportunity to do so.

*It is always my pleasure to assist.*

>>> Conchita Tilton 9/25/2012 11:13 AM >>>

Hi Sharon,

Mayor's Office received a phone call from Pastor Richardson regarding Chaney Park that has had the picnic tables from underneath the shelters removed. It has been over two months, Pastor Richardson would like to know when the picnic tables will be returning. He uses the park for youth and senior programs, and feeding the homeless.

Please have the appropriate staff respond back to Mr. Richardson at 237-6262.

Thank you for your assistance.

Conchi Tilton

*City of Tampa  
Office of the Mayor  
306 E. Jackson Street  
Tampa, FL 33602  
Ph: 813-274-7052  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)*

## Conchita Tilton

---

**From:** Conchita Tilton  
**Sent:** Tuesday, September 25, 2012 11:14 AM  
**To:** Sharon Lewis  
**Cc:** Michele Phillips; Greg Bayor  
**Subject:** Chaney Park

Hi Sharon,

Mayor's Office received a phone call from Pastor Richardson regarding Chaney Park that has had the picnic tables from underneath the shelters removed. It has been over two months, Pastor Richardson would like to know when the picnic tables will be returning. He uses the park for youth and senior programs, and feeding the homeless.

Please have the appropriate staff respond back to Mr. Richardson at 237-6262.

Thank you for your assistance.  
Conchi Tilton

*City of Tampa*  
*Office of the Mayor*  
*306 E. Jackson Street*  
*Tampa, FL 33602*  
*Ph: 813-274-7052*  
[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)

## Conchita Tilton

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**From:** Conchita Tilton  
**Sent:** Tuesday, September 18, 2012 4:46 PM  
**To:** Daniel McDonald  
**Subject:** Re: Anthony Scaglione

Thank you Dan...any assistance would be greatly appreciated!

>>> Daniel McDonald 9/18/2012 4:44 PM >>>

I'll give him a call and talk to him about this situation. Unfortunately, the owner of the vacant house has given the homeless permission to be there so remediating the problem has been challenging however I am continuing to work on it....Dan

Daniel McDonald, MPA  
Homeless Initiative  
Tampa Police Department  
411 N. Franklin St.  
Tampa, FL 33602

(813) 242-3825 Office  
(813) 731-7982 Cell  
(813) 242-3848 Fax  
[daniel.mcdonald@tampagov.net](mailto:daniel.mcdonald@tampagov.net)

>>> Conchita Tilton 9/18/2012 4:28 PM >>>

Hi Dan,

Mayor's Office received a phone call from Anthony Scaglione regarding the homeless hanging out in his neighborhood (Riverside Heights). In particular, Mr. Scaglione would like city's assistance with large numbers of homeless people hanging out in the NW corner of Columbus Drive & North Blvd. There is a convenience store and a vacant home in which the homeless are 24/7. Mr. Scaglione does not live far from this area.

Please contact Mr. Scaglione in hopes his concerns can be addressed appropriately at 597-3733.

Thank you for your assistance.  
Conchi Tilton

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[conchita.tilton@tampagov.net](mailto:conchita.tilton@tampagov.net)