# December 2013 Steering Committee Meeting

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agenda</td>
<td>2</td>
</tr>
<tr>
<td>CoC Progress Highlight</td>
<td>4</td>
</tr>
<tr>
<td>November Minutes</td>
<td>5</td>
</tr>
<tr>
<td>Lead Agency Report</td>
<td>8</td>
</tr>
<tr>
<td>CoC NOFA Calendar</td>
<td>10</td>
</tr>
<tr>
<td>HMIS Governance Charter and CoC Charter Memo</td>
<td>11</td>
</tr>
<tr>
<td>HMIS Governance Charter</td>
<td>12</td>
</tr>
<tr>
<td>CoC Charter</td>
<td>16</td>
</tr>
<tr>
<td>Coordinated Access Eligibility and Priorities Memo</td>
<td>23</td>
</tr>
<tr>
<td>Updated Housing Models Draft, December 2013</td>
<td>24</td>
</tr>
<tr>
<td>CoC Steering Committee Consumer Representative Nomination Memo</td>
<td>27</td>
</tr>
<tr>
<td>Harris County Shelter Plus Care Workout Plan Memo</td>
<td>28</td>
</tr>
<tr>
<td>Harris County Shelter Plus Care Workout Plan</td>
<td>30</td>
</tr>
</tbody>
</table>
AGENDA

I. Call to Order
   a) Roll Call – Daphne Lemelle

II. CoC Progress Highlight: – Eva Thibaudeau

III. Approval of Minutes:
   a) November 14, 2013 CoC Steering Committee Meeting – Daphne Lemelle

IV. Lead Agency Report – Eva Thibaudeau

V. Old Business
   a) 2013-14 CoC Grant Update – Howard Burchman/Eva Thibaudeau
      • Grant Calendar
      • NOFA Highlights
      • Performance thresholds
      • CoC Scoring
   b) Approval of HMIS Governance Charter (Resolution No. 14) – Daphne Lemelle
   c) Approval of CoC Charter Updates (Resolution No. 15) – Daphne Lemelle
   d) Updated Housing Models/Coordinated Access – Eva Thibaudeau

VI. New Business
   a) CoC Steering Committee Consumer Representative Nomination (Resolution No. 17) – Thao Costis
   b) Harris County SPC Workout Plan/CoC Funding – (Resolution No. 18) - Mandy Chapman Semple
   c) Waiver for Houston Housing Authority, if needed – (Resolution No. 19) – Eva Thibaudeau

VII. Public Comments

VIII. Adjournment

January Steering Committee Meetings
   Tuesday, January 7, 2014 3:30 pm
   Friday, January 24, 2014 9:00 am
   Neighborhood Resource Center
   815 Crosby Street
2012-2013 CoC Action Plan

1. Create a new service delivery model that allows services to be provided in-home or in close proximity to housing throughout the Houston, Harris County and Fort Bend County region by December 2013.
2. Create 2500 Permanent Supportive Housing Units targeted to the chronically homeless and frequent users of services by December 2015.
3. Rebalance the homeless response system based on need (as determined by data analysis) primarily through the reallocation and alignment of funding resources by December 2015.
4. Create and implement a coordinated assessment and triage system to connect people experiencing or at-risk of homelessness to the most appropriate housing model based on the agreed upon definitions and target criteria by 2014.
5. Implement a Change Management Process to minimize the change impacts and avoid distractions.
WEBINAR: Opening Doors to Innovation: Building Strong Connections to Rapidly House Veterans

“I just want to echo Eric’s remarks and thank you for your fantastic presentation, and hard work on this webinar. Many participants commented that they found your presentation helpful and applicable to their communities.” – Peter Nicewicz, USICH

“Tremendous work, Gerald, powerfully conveyed. Thank you!” – Eric Grumdahl, USICH

WEBINAR, December 4, 2013:

Please join USICH and the National Coalition for Homeless Veterans (NCHV) for a free webinar discussion on how providers serving Veterans experiencing or at risk of homelessness can build strong local connections between VA and Continuum of Care (CoC) resources and rapidly connect homeless Veterans to permanent housing. Participants will learn how to promote seamless service delivery and rapid access to housing solutions by sharing information, collaborating in local resource planning, and coordinating the delivery of housing and services with VA and CoC resources. The fourth in a series of Housing First webinars, this webinar is intended for service providers under VA’s Grant and Per Diem (GPD) and Supportive Services for Veteran Families (SSVF) programs, CoC grantees, and other partners interested in creating effective, seamless local approaches to housing Veterans experiencing homelessness.

Speakers:

• Gerald Eckert, Social Services Manager, The Salvation Army, Greater Houston Area Command, Houston, TX
• Jamie Ebaugh, Director of Supportive Housing, Southwest Counseling, Detroit, MI
• John Kuhn, National Director, Supportive Services for Veteran Families, U.S. Department of Veterans Affairs
• Baylee Crone, Vice President of Operations and Programs, National Coalition for Homeless Veterans
• Eric Grumdahl, Policy Director, U.S. Interagency Council on Homelessness
• Barbara Poppe, Executive Director, U.S. Interagency Council on Homelessness
Steering Committee Meeting
November 14, 2013

Minutes

Present: Melissa Carroll (Pasadena) Thao Costis (Provider Rep), Barbara Dawson (MHMRA), Donna Herron (Consumer Rep), Marilynn Kindell (Fort Bend County), Rebecca Landes (Provider Rep), Daphne Lemelle (Harris County), Dr. Laura Marsh (VA), Neal Rackleff (COH), Stephen Williams (Coalition), Eva Thibaudeau (Lead Agency Staff),

Absent: Tory Gunsolley (Houston Housing Authority), Tom McCasland (Harris County Housing Authority), Celene Meyer (Funders Together),

The meeting of the Continuum of Care (CoC) Steering Committee was held on November 14, 2013 at the Neighborhood Resource Center, 815, Crosby Street, pursuant to proper notification of all Steering Committee members.

Welcome and Introductions
Vice Chair Daphne Lemelle called the meeting to order at 3:34 pm. Lemelle conducted roll call. Eva Thibaudeau shared a recent article in the Houston Chronicle featuring CoC Steering Committee Thao Costis and the work she is doing.

CoC Progress Highlight
In honor of Veterans’ Day, Thibaudeau highlighted the Housing Houston’s Heroes initiative, showing that our community is committed to ending veteran homelessness.

Approval of Minutes
Minutes from October 10, 2013 were presented. Minutes were approved as presented.

Lead Agency Report –Presented by Eva Thibaudeau

Old Business
- Grant update presented by Howard Burchman and Eva Thibaudeau
  - Burchman noted that with the extended deadline for the review of registration, it is apparent that HUD is very far behind. There may be danger of funding for next year if grants are not executed.
  - Burchman also commented that until the NOFA is released, a lot of preparation work is being done, based on past applications. Leveraging documentation is important, as last year we only received half of the possible points. Having an HMIS governance agreement this year should also increase our points.
Thibaudeau noted that a corrective action plan was received from one of the organizations that was requested to do so.

Thibaudeau commented that three projects are not eligible for renewal. Of the three, it was discovered that one program had data, however, it was not entered correctly. The recommendation was made to have HMIS staff assist with cleaning up and repairing data. The grievance was informally resolved.

An update on October’s public comment was presented. Thibaudeau provided Steering Committee members with data that compared Sally’s House with 12 other similar transitional housing programs. Loretta Ray (Sally’s House employee) commented that 85% exit to permanent housing was too high for their population. Costis commented that these standards are based on national benchmarks. Stephen Williams asked to see the demographic breakdown of the 13 programs to see if the populations are truly comparable. More information will be presented at the December Steering Committee meeting.

**Approval of HMIS Governance Charter**

To receive full points on our CoC application, there needs to be a specific HMIS governance charter, so it can be referenced in our CoC Charter (according to HUD guidance). Rackleff asked that the HMIS Governance Charter be amended to an annual term. Laura Marsh moved to approve with changes, Marilynn Kindell seconded; however, Rackleff asked that the HMIS Governance Charter be amended and brought back to the December meeting for approval at that time.

**Coordinated Access Update – Presented by Eva Thibaudeau and Heather Muller**

Coordinated Access is moving quickly and going well. The transition team is meeting on a weekly basis and includes agencies that are repurposing staff or using their site for the initial roll out.

A soft roll out of Coordinated Access will take place on January 1, 2014, and working for an April 1, 2014 start date, system-wide.

In the soft roll out, a group of 25 individuals and 5 families will go from shelter through the assessment, to a navigator, and then to housing.

The soft roll out is necessary to work out any issues, as well as allow ClientTrack (HMIS database provider) to continue to build out the system to handle Coordinated Access.

**New Business**

**CoC Charter Update – presented by Eva Thibaudeau**

Thibaudeau presented the revised CoC Charter, and most apparent was that pre-HEARTH, there were a number of bodies created to appease HUD mandates; however, with the strength of the Steering Committee, there is an apparent need to strengthen the vehicles for input into the decision making.

One change will be to reconfigure the Homeless Services Coordinating Council (HSCC) and model it on the Consumer Input Forums, creating a CoC Provider Forum to meet quarterly, along with the existing HMIS Forum.

This change will be mirrored on the consumer side of the CoC, and the Consumer Advisory Council will end in 2013, two consumer representatives will sit on the Steering Committee, and Consumer Input Forums will continue.
Rackleff asked for the amendment in the charter stating “provisions of this charter may be amended from time to time upon approval of a majority of the members of the CoC Steering Committee in a duly called meeting of said committee.”

- Legal Status and Insurance Coverage Options – presented by Neal Rackleff
  - Rackleff checked into options for the CoC Steering Committee with the insurer for the Coalition for the Homeless. The recommendation was to become its own entity (501c3 or otherwise), and Rackleff will ask Deborah McAfee with the City of Houston for her input as to which type of entity the CoC Steering Committee should consider.
  - Marsh commented that options may be limited as VA employees cannot be part of any other entity.

Public Comments

- Gay McCurdy and Loretta Ray presented demographic information regarding the clients of the Sally's House program. McCurdy reiterated that 85% positive exit is too high, and recommends 70%. Williams asked again how the profile of Sally’s House clients matches with the profile of clients at other similar programs.
- Thibaudeau commented that if the scoring is changed, all programs will have to be re-scored. Thibaudeau recommended addressing problems through ranking as opposed to re-scoring.
- Demographic information of similar programs will be brought back to the December meeting.

Adjournment

A motion was made (Dawson) and seconded (Herron) to adjourn the meeting. Upon approval, the meeting was adjourned at 5:05 pm.

Respectfully Submitted,                           Approved,

________________________                    __________________ _________
Celene Meyer, Secretary                        Daphne Lemelle, Vice Chair for
                                                Tory Gunsolley, Chairman

_____________________
Date
A. Work/Affinity Group Activities
   a. Networks, Initiatives and Affinity Groups
      i. Homeless Services Coordinating Council
         1. Met on December 4, 2013 – NOFA date updates and PIT community preparation
      ii. Housing Houston’s Heroes
         1. Met December 6, 2013
         2. 140 a Month Committee met November 14 and 21, 2013 and December 5, 2013
      iii. Youth/Young Adult Affinity Group
         1. Youth PIT/Needs Assessment Workgroup December 2, 2013
         2. Participated in USICH Youth Count “invite-only” conference call
      iv. Coordinated Access Workgroup
         1. Transition planning workgroup November 14 and 21, 2013 and December 5, 2013
      v. Funders Together Workgroup
         1. Met November 14, 2013
      vi. HMIS Support Committee
         1. Met November 21, 2013
      vii. Consumer Advisory Council
         1. Met on November 22, 2013
         2. Consumer Input Forum November 8, 2013 re: Disaster Preparedness

B. CoC Grant
   a. Notified community of 2013/2014 NOFA Competition and released calendar
   b. Weekly calls with Housing Innovations, Howard Burchman, regarding NOFA
   c. Reviewed changes and updates in current NOFA in preparation for application conference
   d. Shared leverage guidance to CoC applicants
   e. Participated in CoC Peer Roundtable on November 20, 2013
   f. Presented NOFA guidelines to community during application conference December 12, 2013

C. HMIS
   a. Worked with the City of Houston and HOPWA recipients to transition data collection to HMIS
   b. Completed and submitted 2013 Annual Homeless Assessment Report

D. Informational Updates
   • In Memoriam
     
     See attached
HOMELESS PERSONS’ MEMORIAL DAY

Homeless people die from illnesses that affect everyone, frequently without health care.

Homeless people die from exposure, unprotected from the heat and cold.

Homeless people die from violence, often in unprovoked hate crimes.

Health care is a human right.

Housing is a human right.

Physical safety is a human right.

Remember our neighbors and friends who have died without homes.

Remember why they died.

Friday, December 20, 2013
Steps of Houston City Hall (901 Bagby)
5:00 pm

5:00 pm—hot meal served to those living on the streets
6:00 pm—Candlelight Vigil
6:30 pm—distribution of blankets, coats, socks, etc.

For more information, or to volunteer, call: 713-739-7514.
http://www.homelesshouston.org
# CoC NOFA: Important Dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandatory Conference – All Projects</strong></td>
<td>Thursday, December 12, 2013</td>
<td>NRC Auditorium, 815 Crosby Street, Houston, TX 77019</td>
<td>Required for all applicants</td>
</tr>
<tr>
<td>9:00 am – 12:00 pm</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technical Assistance – New Projects</strong></td>
<td>Tuesday, December 17, 2013</td>
<td>Coalition for the Homeless Office, 600 Jefferson, Suite 2050 (20th Floor)</td>
<td>Mandatory – please sign up before leaving conference</td>
</tr>
<tr>
<td>9:00 am – 12:00 pm</td>
<td></td>
<td></td>
<td>Houston, TX 77002</td>
</tr>
<tr>
<td><strong>Technical Assistance – Renewals</strong></td>
<td>Tuesday, December 17, 2013</td>
<td>Coalition for the Homeless Office, 600 Jefferson, Suite 2050 (20th Floor)</td>
<td>Optional – please sign up before leaving conference</td>
</tr>
<tr>
<td>12:00 – 4:00 pm</td>
<td></td>
<td></td>
<td>Houston, TX 77002</td>
</tr>
<tr>
<td></td>
<td>Tuesday, December 17 - Friday December 20, 2013</td>
<td>9:00 am – 4:00 pm</td>
<td></td>
</tr>
<tr>
<td><strong>New Project Presentations</strong></td>
<td>Friday, December 20, 2013</td>
<td>Coalition for the Homeless Office, 600 Jefferson, Ground Floor Conference Room</td>
<td></td>
</tr>
<tr>
<td>9:00 am – 4:00 pm</td>
<td></td>
<td>Houston, TX 77002</td>
<td></td>
</tr>
<tr>
<td><strong>CoC Project Applications Due</strong></td>
<td>Friday, January 3, 2014</td>
<td>Submission electronically via esnaps and email</td>
<td>(esnaps time stamp will be used for proof of receipt by deadline. Late submissions will not be considered).</td>
</tr>
<tr>
<td>DEADLINE 3:00 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Notification of Ranking Position</strong></td>
<td>Wednesday, January 8, 2014</td>
<td>Notification via email</td>
<td></td>
</tr>
<tr>
<td><strong>Deadline to Submit Grievances</strong></td>
<td>Monday, January 13, 2014</td>
<td>Submission electronically to <a href="mailto:grievance@homelesshouston.org">grievance@homelesshouston.org</a> in accordance with Grievance Procedure (click here to view the procedure).</td>
<td></td>
</tr>
<tr>
<td>3:00 pm</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ranking Grievances Addressed</strong></td>
<td>Tuesday, January 14, 2014</td>
<td>Scheduling determined by need.</td>
<td></td>
</tr>
</tbody>
</table>

If you have any questions, please contact Eva Thibaudeau at ethibaudeau@homelesshouston.org, or Thuan Huynh at thuynh@homelesshouston.org
FOR INFORMATION ONLY

SUBJECT: CoC Charter Updates and HMIS Governance Agreement
DATE: 12/6/13

This Memorandum is to inform the Houston/Harris County Continuum of Care Steering Committee about the completion of recommended revisions to the updated CoC Charter and HMIS Governance Agreement and to recommend that the documents be presented for approval at the December 12, 2013 Steering Committee meeting.

Background

The HMIS Governance Agreement and the CoC Charter updates were presented to the CoC Steering Committee. Steering Committee members asked for revisions to include:

1. Removing annual reviews in the Charter and Governance Agreement and adding a “Charter Amendments” section to the updated CoC Charter with the language suggested by Steering Committee member, Neal Rackliff.
2. Moving oversight of HMIS users from the Steering Committee responsibilities to the HMIS Administrator responsibilities.

The HMIS Governance Agreement has been publicly posted on the CoC page of the Lead Agency website since it was introduced at the October 2013 public meeting of the CoC Steering Committee. No public comment has been received by the Lead Agency regarding the document.

The updated CoC Charter was reviewed with CoC Providers at the November 2013 Homeless Services Coordinating Council. It has been publicly posted on the CoC page of the Lead Agency website since it was introduced at the November 2013 public meeting of the CoC Steering Committee. No public comment has been received by the Lead Agency regarding the document.

It is the recommendation of the Lead Agency that both documents be reviewed for approval at the December 12, 2013 meeting of the CoC Steering Committee. Both documents are needed in order to fully meet HUD requirements for the 2013-14 CoC NOFA.
HMIS Governance Agreement  
Coalition for the Homeless of Houston/Harris County

The Coalition for the Homeless of Houston/Harris County is the lead agency for the Houston/Harris County Continuum of Care (CoC) TX700 as well as the lead agency for the Houston/Harris County Homeless Management Information Systems (HMIS). The coverage area for both the CoC and HMIS includes all HUD designated geographic areas as reported in the annual CoC Registration. The Coalition for the Homeless of Houston/Harris County approves all final decisions and contracts pursuant to HUD requirements in regards to HMIS.

This CoC/HMIS Governance Agreement serves to explain the roles and responsibilities of the Houston/Harris County CoC and the Coalition for the Homeless of Houston/Harris County Lead Agency. As of September 2008, ClientTrack is the software in use.

ClientTrack, Inc. houses the data for HMIS in an off-site facility. The data entered into HMIS is secured according to HUD privacy standards and meets HIPPA compliance. For the policies on data sharing please see the HMIS Policies and Procedures Manual. Changes regarding data sharing will be presented to the HMIS Support Committee for recommendations and feedback with the ultimate decision resting with the President/CEO of The Coalition for the Homeless of Houston/Harris County.

HMIS Staff:

The HMIS Administrator will maintain a dedicated HMIS staff capable of producing the required deliverables for the Continuum of Care. Staff will be recruited and hired based upon the specific skills and expertise needed to meet the needs of the HMIS-user community.

HMIS Support Committee:

Members: The HMIS Support Committee includes representatives from the City of Houston, Harris County, Fort Bend County, one large agency, one medium agency and one small agency. The HMIS Reporting Manager leads the committee and one other HMIS staff member attends.

Responsibilities: The primary role of this committee is to guide policy decisions for the HMIS program. This committee will be responsible for providing input into the overall HMIS structure and assist in reviewing existing policies and procedures as well as recommending additional items as needed based HUD’s HMIS Data Standards, local needs to include both HUD funded and non-HUD funded agencies. The HMIS Support Committee will convene subcommittees as needed which will report back to the HMIS Support Committee recommendations for action.

Meetings: The HMIS Support Committee meets monthly. Members are asked to attend each meeting as the meeting dates for the year are set at the final meeting held in December. The HMIS Support staff member will e-mail committee members the agenda for each meeting. In addition, the HMIS Reporting Manager will e-mail additional HMIS updates released by HUD as they become available.

Final Approval: The Coalition for the Homeless of Houston/Harris County will have final authority for the HMIS structure as well as policies and procedures.
**HMIS Quarterly Forum**

The Houston/Harris County HMIS will conduct quarterly HMIS Forums open to the public and specifically participating agency HMIS users and managers. The Forum will offer aggregate community reports on performance measures and provide user training opportunities when necessary. Notice of the Forum will be sent in advance to the HMIS e-mail distribution list.

**HMIS Policies and Procedures:**

The Houston/Harris County HMIS currently has policies and procedures on file in the Coalition office and noted on the Coalition Website. The policies and procedures are reviewed on a yearly basis, with the assistance of the HMIS Support Committee. In addition, during site visits to homeless agencies by the HMIS Support Manager, agencies are asked to produce a copy of policies and procedures on file to ensure that each HMIS participating agency has a copy available upon request for clients. In addition, Coalition staff will ensure that each HMIS participating agency has a copy of the Privacy Notice clearly displayed when visiting agencies.
**HMIS Data Sharing Policy:**

The Houston/Harris County HMIS currently has a data sharing policy on file in the Coalition office. The policy is reviewed on a yearly basis, with the assistance of the HMIS Support Committee. Certain client data is shared between all organizations participating in the HMIS, regardless of whether a Release of Information or Memorandum of Understanding (ROI/MOU) has been executed and set up in ClientTrack. Other client data is shared only if there is an ROI/MOU in place and the form where the data was entered is marked with the security setting “Share with ROI/MOU.”

**CoC Roles and Responsibilities:**

The Houston/Harris County CoC will:

- Designate the HMIS Lead Agency with the approval of the CoC Steering Committee;
- Execute and review as needed, this HMIS Governance Agreement;
- Review and approve, with the assistance of the HMIS Lead, the designated software, which as of the date of this agreement is ClientTrack;
- As of the date of this agreement, the approved HMIS software is ClientTrack. Any changes to this software must be approved by the CoC.
- Review updates to the HMIS Policies and Procedures;
- Support HMIS staff in the development and maintenance of working relationships with area homeless service providers;
- Support HMIS staff in the compliance monitoring of HUD funded projects in accordance with HMIS policies and procedures to include entering appropriate client level data and maintaining bed lists;
- Work with HMIS staff to promote HMIS usage among non-HUD funded agencies;

**HMIS Roles and Responsibilities:**

The Houston/Harris County HMIS will:

- Execute HMIS participation agreements;
- Monitor compliance with applicable HMIS standards on a regular basis;
- Establish and review annually End User Agreements;
- Conduct quarterly review of HUD funded agency data within HMIS to ensure the funded agencies are in compliance with HMIS requirements;
- Conduct annual review to ensure compliance with HMIS Standards;
- Maintain and update as needed the files for HMIS software to include software agreements, HUD Technical Submissions, HUD executed agreements and Annual Progress Reports;
- Develop and maintain HMIS agency files to include original signed participation agreements, original signed user license agreements and all other original signed agreements pertaining to HMIS;
- Develop and update as needed a Data Quality Plan;
- Review and update HMIS Privacy Policy yearly;
- Develop and review annually the HMIS Security Plan, including disaster planning and recovery strategy;
- Review and update as needed HMIS Policies and Procedures;
- Provide copies of the Data Quality Plan, Privacy Policy, Security Plan and Policy and Procedures to the HMIS Steering Committee for review and feedback as needed;
- Review national, state and local laws that govern privacy or confidential protections and make determinations regarding relevancy to existing HMIS policies;
- Provide new user training and refresher user training monthly;
- Pro-actively contact new users for immediate follow up and issuance of username and password to access HMIS in an effort to begin entry of data as soon as possible following training;
- Provide on-site technical support to agencies using HMIS for trouble-shooting and data input;
- Monthly review of HMIS data and bed lists to ensure that participating agency programs are using HMIS accurately;
- Provide assistance to agencies upon request for additional on-site training and support
- Conduct unduplicated accounting of homelessness annually.

**Roles and Responsibilities of Participating HMIS Agencies:**

- Must comply with all applicable agreements;
- Execute and manage End User Agreements with all staff who have HMIS access;
- Comply with the HMIS Standards as appropriate;
- Accurately enter all required data into the HMIS system, including accurate and timely information into the bed data.

This agreement will be reviewed and updated annually by the Houston/Harris County CoC and the HMIS Lead Agency (Coalition for the Homeless of Houston/Harris County) to ensure compliance.

____________________________________  ____________________________
HMIS Lead Agency CEO/President               Date

____________________________________  ____________________________
CoC Steering Committee Chair               Date
1. **Purpose of the Charter**
This Charter sets out the composition, roles, responsibilities and committee structure of the Houston/Harris County Continuum of Care (CoC).

2. **Purpose of the Continuum of Care**
The purpose of the Houston/Harris County Continuum of Care is to create a collaborative, inclusive, community-based process and approach to planning for and managing homeless assistance resources and programs effectively and efficiently to end homelessness in the jurisdiction as specified in Department of Housing and Urban Development, 24 CFR Part 578, Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program.

3. **CoC Steering Committee**
   A. **Roles and Responsibilities of Steering Committee**
   The CoC Steering Committee is the lead decision-making body responsible for managing community planning, coordination and evaluation to ensure that the system of homeless services and housing rapidly ends people’s homelessness permanently. This includes planning for the use of U.S. Department of Housing and Urban Development HEARTH CoC resources and coordinating these funds with other relevant resources in the jurisdiction.
   Specific responsibilities include:
   - Providing overall direction and leadership of the process;
   - Making all formal decisions of the CoC;
   - Leading strategic planning and goal-setting;
   - Aligning and coordinating CoC and other homeless assistance and mainstream resources;
   - Ensuring the availability of data for planning;
   - Establishing priorities for and making recommendations to HUD about the allocation of CoC resources;
   - Establishing system and program outcomes for evaluation purposes;
   - Monitoring and evaluating both system wide and individual program performance on established goals;
   - Receiving reports and recommendations from sub-committees and task groups;
   - Establishing sub-committees and task groups as needed to perform CoC functions;
   - Selecting the lead support agency and HMIS administrator;
   - Entering into MOUs on behalf of the CoC;
   - Monitoring performance under these contracts; and
   - Distributing official communications from the CoC.

   B. **Members of the Steering Committee**
The membership of the Steering Committee consists of up to 17 designated seats as outlined below. Each Steering Committee member must have the fiscal and program authority of the organization they represent.

- City of Houston Housing and Community Development
- Harris County Community Services Division
- City of Houston Public Housing Authority
- Harris County Public Housing Authority
- Fort Bend Community Development Department
- Pasadena Community Development Department
- Two Service or Housing Provider Representatives
- Two Consumer Representatives
- Business Representative
- Funders Together Representative
- Coalition for the Homeless Representative
- Faith Community Representative
- Three At-large Representatives from Public/Government/Academic Organizations (e.g., Health, Mental Health, Veterans Administration, University, etc.)

C. Selection of Steering Committee Members

- Each Steering Committee member that is a named organization or jurisdiction selects or appoints its representative(s) to the committee.
- Provider representatives are selected by the CoC Provider Forum.
- Consumer representatives are selected from the Community Input Forum participants. These representatives may be receiving services from but cannot be employees of agencies funded through the Continuum of Care process.
- Members of the business community and the faith community are nominated using a committee comprised of Steering Committee members. The full Steering Committee votes on this committee’s recommendations.
- At-large representatives are selected by a vote of the members of the Steering Committee.
- The Steering Committee can add new members by a majority vote of the existing members.

D. Terms

- For those members who represent a government department or organization, that person may serve as long as they continue to hold the same job/position.
• For those members who represent a segment of the population or a named organization, the term of office is two years. These members may serve up to three consecutive terms.
• A member may be reelected to the Steering Committee after a period of twelve (12) months of non-service.
• A term year is a calendar year, January through December.
  • Members that fail to attend regularly scheduled meetings shall be subject to removal from the Steering Committee by vote of the Committee if they attend less than 75% of meetings. The Steering Committee will require the appointing and electing agencies to appoint a substitute in the event of the removal of a member of the Steering Committee.

E. Steering Committee Meetings, Quorum and Voting
• The Steering Committee shall meet no less frequently than every quarter.
• A quorum will be one-half plus one of the seats on the Steering Committee. In the event that all seats are not filled at any given time, a quorum will be one-half plus one of the total number of seats filled.
• The vote of a majority of members present and voting at a meeting at which a quorum is present is enough to constitute an act of the Steering Committee.

F. Conflicts of Interest
Steering Committee members with actual or perceived conflicts of interest must identify them as they arise. Individuals with a conflict of interest may participate in all discussion but should abstain from voting on any issue in which they may have a conflict. No member of the Steering Committee shall vote upon any matter which shall have a direct financial bearing on the organization that the member represents or sits as a board member on the organization. This includes all decisions with respect to funding, awarding contracts, and implementing corrective actions.

G. Compensation of Members
Steering Committee members will receive no compensation for their duties. They may receive direct expense reimbursement for any expenses incurred for activities directed by the Steering Committee.

H. Officers of the Steering Committee
There will be three officers of the Steering Committee – Chairman, Vice Chairman and Secretary. These positions will be recommended by the Nominating Committee and approved by the Steering Committee. Each officer will have a one year term with an optional additional one year renewal. Renewal options will be recommended by the Nominating Committee.
  • Chair – The Chair will preside at all meetings of the Steering Committee. Subject to the direction of the Steering Committee, the Chair shall give oversight to the development of policies and execution of the policies and programs of the Continuum of Care. The Chair will perform other duties prescribed by the Steering Committee and all duties incident to the office of Chair of the Steering Committee.
  • Vice Chair – The Vice Chair will preside over meetings of the Steering Committee in the absence of the Chairman and assist the Chair and the Steering Committee on matters as may be requested from time to time.
  • Secretary – The Secretary will (or delegate to another) give all notices of meeting dates, times and locations, take minutes of the meetings and keep the minutes as part of the corporate
records. The Secretary will perform duties incident to the office of the Secretary and such other duties as may be assigned by the Chair or Steering Committee.

I. Standing Committees
The Chair may establish standing committees as may be necessary to conduct the business of the Steering Committee. The Chair shall appoint the members of each committee established. The current standing committee is the Nominations Committee. No standing committee has the authority to act on behalf of the Corporation beyond duties described in the following sections.

- Nominations Committee Duties:
  - Recommend members to fill the positions of:
    - Business Representative
    - Faith Community Representative
    - Three At-large Representatives from Public/Government/Academic Organizations (e.g., Health, Mental Health, Veterans Administration, University, etc.)
  - Recommend a slate of officers annually.

4. Organization of the CoC

The Continuum of Care is comprised of several volunteer committees and task workgroups which have various roles and responsibilities. These committees/groups include but are not limited to the following:

- CoC Provider Forum
  - The CoC Provider Forum is the primary policy, input and planning group for the CoC provider community. Members of the CoC Provider Forum will include all homeless service provider agencies. Participation in the CoC Provider Forum is vital to the CoC planning process.
  - The CoC Provider Forum shall elect the two service or housing provider representatives to the Steering Committee. These elected representatives will be the intermediary between the Steering Committee and the provider community.
  - The CoC Provider Forum will convene no less than quarterly and may convene for special meetings when needed.
  - The CoC Provider Forum will review any updates to the CoC Charter.

- Consumer Input Forum
  - The Consumer Input Forum is the primary vehicle through which the CoC gathers input from the consumer population. Members of the Consumer Input Forum will include those currently experiencing homelessness and those who have formerly experienced homelessness.
  - The two consumer representatives to the CoC Steering Committee will be selected from participants in the Consumer Input Forums. These representatives, in cooperation with the Lead Agency, will convene forums no less than twice a year to gather input to inform the CoC Steering Committee in their decision making.

- HMIS Forum
  - The Houston/Harris County HMIS will conduct quarterly HMIS Forums open to the public and specifically participating agency HMIS users and managers. The Forum will offer aggregate
community reports on performance measures and provide user training opportunities when necessary. Notice of the Forum will be sent in advance to the HMIS e-mail distribution list.

- **HMIS Support Committee**
  - The primary role of this committee is to guide policy decisions for the HMIS program. This committee will be responsible for providing input into the overall HMIS structure and assist in reviewing existing policies and procedures as well as recommending additional items as needed based HUD’s HMIS Data Standards, local needs to include both HUD funded and non-HUD funded agencies. The HMIS Support Committee will convene subcommittees as needed which will report back to the HMIS Support Committee recommendations for action.

- **Provider Affinity Groups**
  - Provider Affinity Groups include existing and to be formed work groups focused on planning around specific program types or system components such as prevention/diversion, emergency shelter, transitional housing, rapid rehousing, outreach, etc. These groups include staff from provider and government organizations, consumers, funders, etc.

- **Population Specific Work Groups**
  - Provider Specific Work Groups include both existing and to be formed groups focused on planning for the needs of specific sub-populations such as Domestic Violence Survivors and Youth/Young Adults. These groups include staff from provider and government organizations, consumers, funders, etc.

- **Task Specific Work Groups**
  - Task Specific Work Groups include both existing and to be formed groups focused on planning for a task specific activity or function such as the Homeless Count, the Charrette, and the 100,000 Homes Campaign. These groups include staff from provider and government organizations, consumers, funders, etc.

5. **Lead Agency**

The CoC Steering Committee shall select a lead support agency to provide staff to the various committees and work groups that constitute the CoC. The lead agency will perform a variety of necessary functions such as performance monitoring, engagement and education of stakeholders and submission of the annual collaborative CoC grant application. The Steering Committee will maintain an MOU agreement with the lead support agency. The lead agency will be eligible to apply for CoC planning funds through the CoC grant process when available. These funds will be used to provide dedicated staff and resources to the support of the CoC including the CoC Steering Committee as specified by HUD guidelines. At this time, the Coalition for the Homeless of Houston/Harris County has been designated as the lead support agency.

Specific responsibilities include:
- Staff committees
- Produce planning materials
- Coordinate Needs/Gaps Assessments
• Collect and report performance data
• Monitor program performance
• Coordinate resources, integrate activities and facilitate collaboration
• Prepare collaborative application for CoC funds
• Build awareness
• Recruit Stakeholders

6. HMIS Administrator

The CoC Steering Committee shall select an administrator for the Homeless Management Information System (HMIS) for the CoC. The Steering Committee will maintain an HMIS Governance Agreement with the HMIS Administrator. The administrator is eligible to apply for HMIS funds through the CoC grant process and other sources and will use these funds to dedicate staff and resources to the functions of the HMIS as specified by HUD guidelines.

At this time, the Coalition for the Homeless of Houston/Harris County has been designated as the HMIS Administrator for the CoC.

The HMIS Administrator will be responsible for the following:

• Execute HMIS participation agreements;
• Monitor compliance with applicable HMIS standards on a regular basis;
• Establish and review annually End User Agreements;
• Maintain and update as needed the files for HMIS software to include software agreements, HUD Technical Submissions, HUD executed agreements and Annual Progress Reports;
• Develop and maintain HMIS agency files to include original signed participation agreements, original signed user license agreements and all other original signed agreements pertaining to HMIS;
• Develop and update as needed a Data Quality Plan;
• Review and update HMIS Privacy Policy yearly;
• Develop and review annually the HMIS Security Plan, including disaster planning and recovery strategy;
• Review and update as needed HMIS Policies and Procedures;
• Provide copies of the Data Quality Plan, Privacy Policy, Security Plan and Policy and Procedures to the HMIS Steering Committee for review and feedback on an annual basis;
• Review national, state and local laws that govern privacy or confidential protections and make determinations regarding relevancy to existing HMIS policies;

• Provide new user training and refresher user training monthly;

• Pro-actively contact new users for immediate follow up and issuance of username and password to access HMIS in an effort to begin entry of data as soon as possible following training;

• Provide on-site technical support to agencies using HMIS for trouble-shooting and data input;

• Monthly review of HMIS data and bed lists to ensure that participating agency programs are using HMIS accurately;

• Provide assistance to agencies upon request for additional on-site training and support

• Conduct unduplicated accounting of homelessness annually.

7. Reporting

• Proceedings of all Steering Committee meetings are documented in minutes.

• Minutes of all meetings are circulated and approved at the subsequent meeting. Once approved, minutes are made available electronically to the public.

8. Charter Amendments

• Provisions of this charter may be amended from time to time upon approval of a majority of the members of the CoC Steering Committee in a duly called meeting of said committee.
FOR INFORMATION ONLY

SUBJECT: COORDINATED ACCESS ELIGIBILITY AND PRIORITIES MEMO
DATE: 12/10/13

This Memorandum is to introduce you to the re-formatted, expanded draft of the Coordinated Access Eligibility/Priorities document.

Background

The CoC Steering Committee was introduced to and voted to adopt the “Coordinated Access Eligibility/Prioritization Draft” document at the August Steering Committee meeting. Since that time, the Coordinated Access Workgroup has reconvened and transitioned to using a more in-depth document that pulls together:

1. The work of the Housing Models day-long planning session and community input meeting in March 2013.
2. The learning gained during the piloting of Coordinated Access (particularly in the veteran population).
3. The population priorities and guidelines for Rapid Re-Housing as outlined in the HUD 2013/2014 CoC Program NOFA.
4. HUD guidelines regarding performance thresholds as defined in the 2013/2014 CoC Program NOFA.

This is a working document that is expected to be updated as our community knowledge about the implementation of Coordinated Access grows and as HUD issues more guidance about target populations.

The areas of greatest note are as follows:

1. The outcomes and indicators have been updated to reflect the most recent HUD thresholds.
2. The Rapid Re-Housing priority population has been updated to reflect HUD’s funding priorities for this type of program (households with children who are in emergency shelters).
3. The Transitional Housing population is consistent with HUD’s guidelines in the 2013/2014 CoC Program NOFA.
4. All types of housing models employ evidence-based practices, Housing First and Harm Reduction concepts in accordance with HUD guidelines released in the 2013/2014 CoC Program NOFA. Specialized wording was introduced to allow for Transitional Housing programs to focus on substance abuse and sobriety, as long as their policies are not “zero tolerance.”
**Permanent Supportive Housing**

Permanent housing that is coupled with supportive services that are appropriate to the needs and preferences of residents. Individuals have leases, must abide by rights and responsibilities, and may remain with no program imposed time limits. Housing may include various combinations of subsidy resources and services. Supportive housing in Houston is Housing First, and follows a harm reduction philosophy.

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Essential Program Elements</th>
<th>Time Frame</th>
<th>Population</th>
<th>Desired /Expected Outcomes</th>
</tr>
</thead>
</table>
| 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. Programs can operate on a project-based or scattered-site model. | **Case Management**  
- Provision of or linkage to: Assessment, Intervention, link to MSR, community building, peer to peer and all other services that assist a person in remaining stably housed  
- Services are voluntary to the clients and are not a condition of the lease  
**Rental Subsidy**  
- Provides a rental subsidy to make the unit affordable  
- Provides assistance in accessing housing relocation resources/supports (security deposits, utilities, furnishings, etc.)  
- Ensure coordination between property manager or landlord  
**Heath Care Access**  
- Wellness services  
- Physical and mental health services  
**Harm Reduction and Housing First**  
All supportive housing embraces and practices Harm Reduction and Housing First  
Incorporate proven best practices and evidence-based practices  
Programs do not require sobriety or medication/treatment compliance as a condition of housing attainment or retention | No time limits | Any high needs individual with multiple barriers to housing that is literally homeless (lease-based program)  
- Specialized eligibility requirements for subsidies including veterans, disabled, long term homeless, or domestic violence  
**Prioritizing:** Disabling condition and long-term, multiple episodes of homelessness (Vulnerability Index score of 1 or higher) and veterans who are not eligible for VA housing subsidies  
**Unique Populations:**  
- Families with Children (not typically chronic; complete Family VI-Family preservation) | Outcome: Clients will remain in permanent housing.  
Indicators:  
HUD Threshold: 80% clients will remain permanently housed for 6 months.  
HUD threshold (increasing): 20% of all participants have employment income.  
HUD threshold (increasing): 54% of all participants have non-employment income.  
HUD threshold (increasing): 56% of participants obtain mainstream benefits. |
# Houston Housing Models Chart – Draft 11/23/13

## Rapid Re-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.

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Essential Program Elements</th>
<th>Time Frame</th>
<th>Population</th>
<th>Desired / Expected Outcomes</th>
</tr>
</thead>
</table>
| Short-term rental assistance and supportive services program that rapidly re-houses and stabilizes persons who are homeless into appropriate permanent housing. | **Case Management**  
- Housing stabilization planning using common tools  
- Employment assistance  
- Linkage to mainstream resources  
- Linkage to mental health services as appropriate  
- Linkage to medical services as needed  
- Linkage to substance use treatment services as appropriate  
- Transportation assistance  
- Financial management  

**Domestic Violence Specific Considerations:**  
- Access to crisis intervention services  
- Safety planning  
- Legal advocacy  

**Temporary Financial Assistance**  
- Rental assistance based on lease and housing stabilization plan  
  - Need-based rental assistance  
- Utility assistance  
- Childcare  
- Job Training  

**Housing Relocation**  
- Provision of or formalized partnership to housing referrals and placement services  
- Linkage to community supports and/or wraparound system of services in relation to housing placement  
- Temporary financial assistance (security deposits, utility deposits, furniture, household supplies)  

**Harm Reduction and Housing First**  
All supportive housing embraces and practices Harm Reduction and Housing First  
Incorporate proven best practices and evidence-based practices  
Programs do not require sobriety or medication/treatment compliance as a condition of housing attainment or retention  

- Up to 18 months of rent subsidy and supportive services, during which households are stabilized  
- Literally homeless households or those residing in shelters. Households that show the ability to become self-sufficient in a short period of time as evidenced by: having income potential, and do not need intense services to remain housed; recently became homeless; no serious known disabilities  

- Outcome: Households will secure and maintain appropriate, affordable permanent housing.  
- Indicators:  
  - HUD Threshold: 80% of housed households will remain housed.  
  - HUD threshold (increasing): 20% of all participants have employment income.  
  - HUD threshold (increasing): 54% of all participants have non-employment income.  
  - HUD threshold (increasing): 56% of participants obtain mainstream benefits.  

- Infrequently used as a bridge to PSH  
- Priority populations: Households with children residing on streets or in emergency shelters. Veteran households with children residing on streets or in emergency shelters who are not eligible for VA-funded RRH.
# Houston Housing Models Chart – Draft 11/23/13

**Transitional Housing**

Time-limited housing where individuals that are homeless may stay and receive supportive services, that are designed to enable individuals to move into permanent housing.

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Essential Program Elements</th>
<th>Time Frame</th>
<th>Population</th>
<th>Desired /Expected Outcomes</th>
</tr>
</thead>
</table>
| Short-term housing and supportive, wrap-around services (up to 2 yrs.) to prepare individuals that are homeless to secure and maintain permanent housing at exit. Intended to rapidly house and stabilize. | **Case Management**  
- Employment assistance  
- Linkage to mainstream resources  
- Linkage to mental health services as appropriate  
- Linkage to medical services as needed  
- Linkage to substance use treatment services as appropriate  
- Transportation assistance  
- Financial management  
- Linkage to job training programs and education  
Domestic Violence Specific Considerations:  
- Access to crisis intervention services  
- Safety planning  
- Legal advocacy | Up to 2 years of housing subsidy and intensive case management  
6 months of follow-up services provided after exit | Singles, families, youth (18-24), domestic violence, pregnant Head of Household, households with a recent change in composition, households with repeat episodes of homelessness, those interested in substance use treatment, and recently released | **Outcome:** Exiting households will secure and maintain permanent housing.  
**Indicators:**  
Community threshold: 85% of households exit to permanent housing (HUD threshold 80% or higher).  
HUD threshold (increasing): 20% of all participants have employment income.  
HUD threshold (increasing): 54% of all participants have non-employment income.  
HUD threshold (increasing): 56% of participants obtain mainstream benefits. |
| Housing Relocation |  
- Provision of or formalized partnership to housing referrals and placement services  
- Linkage to community supports and/or wraparound system of services in relation to housing placement | | | |
| Harm Reduction and Housing First | Incorporate proven best practices and evidence-based practices. Program agreement does not include “zero tolerance” policies (with the exception of physical violence or threats) for attainment or retention of housing. | | | |
This Memorandum is to introduce the CoC Steering Committee to the Consumer Representative Nominee, Clay Kibler.

Background

The CoC Steering Committee structure allows for two Consumer Representatives. There is currently a vacancy in one of these positions. Mr. Clay Kibler is being recommended for nomination to the CoC Steering Committee in a term that would serve from January 2014 through December 2015. He attended the November 2013 Steering Committee meeting and met with Thao Costis and Eva Thibaudeau to discuss expectations of Steering Committee members.

Clay has utilized shelter and supportive services in the Greater Houston Area since 2007. He has been a resident and staff member at Magnificat House. He has also been a member of and served as staff at St. Joseph’s Clubhouse. During this past year, he completed training to become a Certified Peer Specialist. He recently attended an international Certified Peer Specialist conference in Austin.
SUBJECT: SHELTER PLUS CARE WORKOUT PLAN AND REASSIGNMENT OF FUNDS
DATE: DECEMBER 12, 2013

This Memorandum recommends that the Houston/Harris County Continuum of Care Steering Committee support the Shelter Plus Care Workout Plan between Harris County Community Services Department and HUD dated October 2, 2012. Further the memo recommends that the Houston/Harris County Continuum of Care Steering Committee prioritize all funds reallocated from this Workout Plan to be designated for Rapid Rehousing and be administered by the Houston Housing Authority.

Background

In 2012, due to “the annual underutilization of Harris County administered Shelter Plus Care (SPC) project grant funds by sponsoring agencies” resulting in the return of over $1 million annually, “Harris County with the Coalition for the Homeless of Houston/Harris County, Corporation of Supportive Housing and SPC project sponsors examined the current needs and conditions of the SPC systems and identified challenges and strategies to improve the system.”* One item in the Short Term Actions of the Workout Plan (Task 5) was to “review and realign current unit mix among all sponsors to match service capacity.” This was accomplished during the 2012 CoC grant cycle when the SPC sponsor agencies voluntarily agreed to renew at less funding. The balance of funding was reallocated to new projects designated for PSH.

A Long Term Action (Task 1) was to “transition all Shelter Plus Care Grants to a Housing Authority or other appropriate agency skilled in managing a voucher pool.” This action is underway now in partnership with the Houston Housing Authority for all but two of the sponsoring agencies. For all but these two sponsoring agencies, Housing Choice Vouchers will be used instead of CoC funding for the rental assistance portion of SPC. These sponsoring agencies will still provide the same level of services but in partnership with the Houston Housing Authority rather than Harris County Community Services Department.

Harris County Community Services Department will maintain a SPC grant with VA’s Healthcare for the Homeless because as outlined in the NOFA, this grant can serve sex offenders which cannot be served with other VA funds. Additionally, Harris County Community Services Department will maintain a SPC grant with Northline since these are already project-based for Earl Hatcher Commons.

Based on this plan, it will no longer be necessary to renew the remaining SPC grants through the CoC grant. This will result in approximately $2.3 million which will become available. Those involved in the discussions which led to the creation of the Workout Plan discussed at the time that all money which had been used for the rental assistance through SPC continue to be used for rental assistance once the Workout Plan was implemented. With the evolution of solutions for rental assistance, Rapid Rehousing has emerged as an evidence-based best practice for the population that is best served by rental assistance.
Thanks to the work of the pipeline committee and the upcoming City of Houston RFP for the remaining permanent supportive housing projects needed, we are now ready to begin to move funding towards the population best served by rental assistance. Therefore, it is being recommended that all funds which become available as a direct result of the SHP Workout Plan be designated for rental assistance using the best practice of RRH.

Per HUD regulations, the only entities that can apply for and manage RRH are government entities or housing authorities. The Houston Housing Authority has agreed to undertake this program and, therefore, is willing to apply for these funds, if they are designated by the Steering Committee for RRH.

Below please find a list of the sponsoring agencies that are a part of the Workout Plan.

**Converting to Houston Housing Authority**
- H.E.L.P. House - $39,290
- VOA Haltlands - $296,059
- SEARCH Scattered Site Housing - $544,109
- Project Fresh Start - $122,493
- WAM Project Fresh Start - $24,498
- MHMRA Rental Project - $1,326,115

**Continuing with Harris County Community Services Department**
- Healthcare for the Homeless Veterans - $339,305
- Northline SRO - $739,397

*Attached please find the Shelter Plus Care Workout Plan dated October 2, 2012.*
October 2, 2012

Ms. Sandra Warren, Director
Office of Community Planning and Development
U.S. Department of Housing and Urban Development
1302 Fannin St., Suite 2220
Houston, Texas  77002

ATTN: Joyce Young

Dear Ms. Warren:

SUBJECT:  Harris County Shelter Plus Care Program Workout Plan, Status Update

Please find attached an updated Shelter Plus Care Program Workout Plan reporting actions through August 31, 2012.

As a part of this Workout Plan, Harris County has included requests for technical assistance and program waivers. The areas of assistance are so noted in the column identified as “Need HUD Approval.” Your consideration of these requests is greatly appreciated.

We will continue to work on the action steps identified in the plan and update you again on progress in January 2013. If you questions concerning the subject plan, please contact Daphne Lemelle at (713) 578-2001.

Sincerely,

David B. Turkel
Director

DBT/dal

Attachment
F:\gms\hcm\QA\DAH\HUD Letters\2012\hud83112_SPC_Workout_Plan_Update.doc
Harris County Shelter Plus Care Program
Workout Plan-- Update
Through August 31, 2012

Issue
The annual underutilization of Harris County administered Shelter Plus Care (SPC) project grant funds by sponsoring organizations.

Problem Statement
Harris County’s SPC Program project sponsors returned more than $1.8 million at close-out of FY 2009 Grant Agreements. Based on contracted units, occupancy rates at the end of January 2012 were at 87% with 70 vacancies¹.

Provider Input
As part of the planning process to create this work plan, Harris County with the Coalition for the Homeless of Houston/Harris County (CFTH) and Corporation for Supportive Housing met with Shelter Plus Care project sponsors. The meeting examined the current needs and conditions of the SPC systems and identified challenges and strategies to improve the system.

Barriers and Needs
- Project Sponsors lack funding to provide services, specifically case management services necessary to qualify, manage and support SPC participants.
- Lack of tenant exit strategies to move stable participants who need few services into other types subsidized or affordable housing, when appropriate.
- Documentation of homelessness is difficult to acquire. Need for standardized homeless verification and documentation procedures, making verification documents accessible across the CoC.
- Each sponsor needs to analyze their service capacity and re-evaluate the amount of shelter plus care rental subsidy that they can support.
- Few resources are available to cover the costs of documenting eligibility and match requirements.
- Economic conditions over the past four years have severely hampered our providers’ ability to provide service. This has caused several providers to give up sponsorship of SPC units.

Goals
1. Increase occupancy rates of contracted SPC units to 95% by April 1, 2013. Note: This goal is based on reduced grant renewals anticipated to be submitted in the FY2012 CoC NOFA (see Short Term Task 5 below).
2. Develop and implement comprehensive supportive services delivery model for permanent supportive housing to achieve 100% utilization of funds by 2015. Preliminary Plan to be submitted to HUD by January 2013.

¹ Based on contracted units capacity appears appropriate; however, further analysis shall be completed to determine amount of funds that remain available monthly to provide housing above contracted units.
3. Transition SPC sponsorship to a housing authority or other appropriate agency skilled in managing a voucher pool by June 2013.

Plan of Action
Based on input from providers, the Coalition for the Homeless of Houston/Harris County and Corporation for Supportive Housing, the county has developed short-term and long-term actions to assist in meeting the goals stated above. The short-term actions involve tasks such as 1) immediate identification of replacement project sponsors for two grants cancelled at the request of project sponsor, 2) conversion of vacant tenant-based units to project-based to assist in quick and efficient occupancy, 3) realignment of SPC grant requests in next renewal cycle to actual service capacity funding 4) creation of a comprehensive supportive service delivery model plan, and 5) plan to transition the units of the sponsor with the most underutilized funding to a housing authority or other appropriate agency skilled in managing a voucher pool. The long-term actions involve the identification of opportunities to consolidate other grant sponsorships where appropriate and secure gap funding if necessary; develop a timeline for grant transfer based on consolidation analysis; and implementation of a comprehensive supportive service delivery model. The matrix below describes the actions the county will take in coordination with the Coalition for the Homeless and the Houston CoC to meet its goals, identifies the need for HUD approval, and the projected timeframe the action will take.

<table>
<thead>
<tr>
<th>Task</th>
<th>Need HUD Approval (Y/N)</th>
<th>Timeframe</th>
<th>August 2012 Status</th>
</tr>
</thead>
</table>
| Task 1 – For immediate implementation, Harris County is working with the Coalition to quickly identify a new project sponsor for the following two grants:  
- WAM (4 units) (TX0165C6E001104), $37,056  
- My Home (20 units) (TX0185C6E001104), $125,040  
  - Grant agreement amendment will be required as well potential target population and grant type change may be requested.  
  - Existing participants will be transferred under new project sponsor. | Y | May 2012 | Completed July 2012—request to add a new project sponsor for the combined 24 units was requested in a letter dated June 11, 2012. Amendment to add Cloudbreak Houston LLC was issued and effective August 1, 2012. |
| Task 2 - Pursue conversion of vacant Tenant-based units to Project-based units to assist in quick and efficient occupancy  
- Use provisions of the Tenant-based program to limit housing location in the first year, allowing for more efficient | Y | July 2012; revised timeframe January 2013 | No Actions to date. Will actively pursue this task following completion of 2012 CoC application. |
### Task 3 - Transition MHMRA sponsorship to a housing authority or other appropriate agency skilled in managing a voucher pool.

- *Over the next six months, develop and implement a plan to transition sponsorship of MHMRA's shelter plus case grant to a housing authority or other appropriate agency skilled in managing a voucher pool.*
- *Seek approval of plan by HUD*
- *Immediately, facilitate a partnership agreement with MHMRA and the identified partner agency. Transfer sponsorship of the MHMRA grant to the partner agency at renewal. MHMRA would retain their service provider role and the partner agency would use the sponsorship opportunity to become familiar with the administrative duties of the shelter plus care grant.*

| Y | March 2012 to April 2013 | In progress—Form of Memorandum of Understanding (MOU) was developed and circulated among the Houston Housing Authority (HHA), MHMRA and Harris County CSD. MOU still in review phase with intent of execution on Fall 2012. |

### Task 4 - Work with the Coalition for the Homeless and CoC to develop a comprehensive supportive service delivery model plan for permanent supportive housing that can support the long-term utilization of the entire amount of shelter plus care grants received in Harris County.

- *Work with CFTH to secure resources necessary to support plan development.*
- *Request HUD to provide technical assistance/consultant to work with CFTH, project sponsors, and all stakeholders to review and prepare a comprehensive supportive services delivery model implementation plan by December 2012.*
- *Submit preliminary plan to HUD by August 2013.*
- *Complete and submit final plan to HUD by December 2012.*

| Y | December 2012—**revised timeframe** August 2013 | Unfortunately, a comprehensive services delivery model was not included in the final TA work plan for our CoC. However, it is anticipated that the CoC Steering Committee will agree to an outline for a comprehensive model on behalf of the community in the near future. |
| Task 5- Review and realign current unit mix among all sponsors to match service capacity. |
|---|---|---|
| - Request that project sponsors review current level of housing demands within their program and fund expenditures to provide a report on existing utilization. |
| - Work with service providers to develop a renewal strategy to be used in next CoC application renewal process. |
| - Use demand/expenditure report as a basis for their application request. |
| Y | August 2012 | In progress-Plan developed to adjust SPC award to align with current sponsor capacity. Anticipate SPC sponsor agencies to renew at less funding and balance of funding to be reallocated under a new Supportive Housing Grant. |

| Task 6- Overcome barriers to project sponsor capacity. |
|---|---|---|
| - Pursue increase of available funding for case management services by requesting HUD to waive the 15% cap on Community Development Block Grant funds for both the City of Houston and Harris County for the next two program years, Program Years 2012 and 2013; and |
| - Request HUD to expand the eligible use of SPC administrative funds to include case management services. |
| Y | August 2012; revised timeframe December 2012 | No Actions to date. Will submit request to HUD during Fall 2012. Timeframe for this task adjusted. |

**Long Term Actions**

| Task 1- Transition all Shelter Plus Care Grants to a Housing Authority or other appropriate agency skilled in managing a voucher pool. |
|---|---|---|
| - Create a transition plan that will result in transfer of grantee responsibility to a new approved grantee skilled in managing a voucher pool. |
| - The plan will include consolidation of grants as appropriate with the intent of creating a pool of vouchers for permanent supportive housing or housing for special populations with dedicated services. |
| - The plan will also explore administrative strategies that provide maximum flexibility of the grantee to ensure long-term housing stability for tenants. |
| Y | 2013 |  

*Harris County SPC Action Plan, 8.31.12 update*
Task 2- Pursue conversion of vacant Tenant-based units to Project-based units
- Conduct RFP process seeking affordable housing owners/managers with connected services
- Seek Grant Agreement Amendments
- Execute agreements with owners
- Lease-up

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>2013-2015</th>
</tr>
</thead>
</table>

Task 3- Work with the Coalition for the Homeless and CoC to implement a comprehensive supportive service delivery model (see Short Term Task 4) for permanent supportive housing that can support the long-term utilization of the entire amount of shelter plus care grants received in Harris County.

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>2013-2015</th>
</tr>
</thead>
</table>

Other Actions

<table>
<thead>
<tr>
<th>Task</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue Sponsor Agency meeting throughout this transition period to assist in the standardization and creation of new protocols, providing updates on transition plan and utilization reports, discuss needs and concerns in the programs, and explore possible best practices for improving SPC program.</td>
<td>April 2012 to April 2013</td>
</tr>
</tbody>
</table>

Monitoring and Reporting
- Harris County shall continue to monitor SPC occupancy and expenditure rates monthly and review monthly utilization and advise sponsor agencies accordingly.
- Meet with Action Plan partners monthly to review and track Action Plan progress.
- Report Quarterly to HUD on Action Plan outcomes and progress made.