

# Pasco Continuum of Care

## Executive Committee Meeting Minutes

**DATE OF MEETING:** MONDAY, MAY 15<sup>TH</sup>, 2023

**LOCATION:** VIA ZOOM CONFERENCE AND IN PERSON AT COMMUNITY DEVELOPMENT OFFICES

**TIME STARTED:** 12:05PM      **TIME ENDED:** 1:15PM

ATTENDANCE		BY ZOOM	
GREG ARMSTRONG	CHUCK ANDERSON	AMANDA WANDER/FHC	
MARCY ESBJERG	DON ANDERSON		
ABSENT			
CHRISTINE LONG	TONI ROACH		

AGENDA	ACTIONS
<b>CALL TO ORDER</b>	Marcy Esbjerg opened the meeting stating the Executive Committee is looking for an amicable way to discuss the lead agency role and currently there is a crisis in confidence concerning the Coalition's ability to fulfill the duties as the CoC Lead Agency.
<b>MINUTES</b>	Minutes from the previous meeting were not made available at the time
<b>DISCUSSION</b>	Marcy opened the meeting describing Don's exchange with Assistant County Administrator, Cathy Pearson regarding the County's pursuit of the Tampa Bay Times' building to be used as an Emergency Shelter; the exchange supposedly did not go well.
	Don Anderson asked if he, personally, was the problem. Marcy said it isn't just Don but the Coalition as a whole.
	Don informed the group that his contract with the Coalition was set to expire in December 2023.
	Greg Armstrong discussed his view of the CoC. He stated that with the acquisition of the Times building and expanded responsibilities including the operations of the new site that no single organization can do everything. He has spoken with organizations in similar size cities and the duties are not put on a single agency. Greg believes we are in "afib" and our groups are not "beating together to go as one" and that we need to "rebuild trust" and individual agencies need to buy into the idea of the CoC, rather than looking out for their individual agencies agendas
	Don asked how we could rebuild trust when a specific commissioner has voiced his opinion, publicly, about the CHPC's facts being untrue. The Commissioner has called Don a "liar" in several public meetings. The anecdotal evidence that the Commissioner presents is not based in fact.
	Don explained that when the CoC pursued a singles' shelter, the community and the County combated it. When it was shifted to a family shelter, the county supported it more but the Coalition was not capable of running it; thus, a RFP was released and Catholic Charities was chosen to run it. Another example of the Coalition choosing to work strategically with CoC

	resources, was the work with our HMIS partner (Suncoast Partnership); rather than growing staff internally, the Coalition relied on an agency better suited to provide service to the community organizations.
	The Governance Charter and MOU were distributed to the group.
	Amanda Wander from the Florida Housing Coalition stated that in order to divide the responsibilities, it would not be necessary to change the lead agency.
	Amanda asked each Executive Committee member present “what they understood the duties of the Lead Agency to be”. Greg responded with “the role of the lead agency is to carry out the instructions of the CoC and the executive committee to be the fiscal arm to manage the website HUD reporting and setting up COC meetings”. Chuck responded by calling attention to page 3 of the charter which outlines the role of the lead agency.
	Chuck Anderson asked Don what his thoughts were on this meeting and Don replied with “He was there to listen to the concerns of the Executive Committee”.
	Marcy responded to Amanda’s ask with “work on the NOFO, monitoring of subrecipients, HMIS lead agency, coordinated entry lead, the role of the overall public relations spokesperson, the face of what’s happening with homelessness in Pasco County”.
	Marcy stated further that the visibility component and the role as the “face” was not spelled out in the MOU.
	Greg stated that his experience with the Coalition going back 25 years was that they operated at a three-thousand foot level with no boots on the ground but acted as a traffic cop and that the current Coalition has lost the capacity to act as a traffic cop.
	Amanda stated that the charter lays out the roles and the responsibilities of the CoC Membership, Leadership Council and Lead Agency/Collaborative Applicant and inquired if the executive committee has spoken to the Leadership council as a whole regarding their plans to change lead agencies the response was no.
	Amanda asked further if the performance improvement plan had been followed up on by the Leadership council or to get any type of feedback on the performance of the lead agency. The response was no.
	Greg then mentioned that at a recent meeting 48 individuals were present and he asked those present to email him regarding their interest in serving on CoC committees. Greg stated that he received only six email replies and four of the individuals were already serving on committees. Amanda stated it's the responsibility of the executive committee and the Leadership Council to engage members in the activities and work of the CoC through committees as no one entity or person can do everything. If there is to be a change, the CoC has to be strong enough to withstand that change and it will require a very heavy lift of the Executive Committee in the transition. Amanda also stated that currently, from her perspective neither the Executive Committee nor the CoC Leadership Council are at a level of stability and strength where they would not experience negative impacts from a major change like this at this time. She stated the CoC as a whole needs to grow stronger.

	<p>Marcy revisited her experience in Burlington where the lead agency was the city they did the NOFO and the PIT and the CoC did everything else including coordinated entry lead. Currently everything here in Pasco falls to the Coalition which she believes is not strong enough.</p>
	<p>Amanda remarked that constant training and retraining is an essential element of CoC work as new people come in and others leave and that you must play to the strengths of the partners and detail and specify who is responsible for what on a regular basis.</p>
	<p>Greg stated that come September with the acquisition of the times building some duties would have to be taken over by the county.</p>
	<p>Amanda explained that of the 27 CoCs in the State of Florida only five are government lead, however it's most common that not-for-profits act as lead agencies.</p>
X	<p>Don mentioned the recent success of the NOFO. Don explained that of the 27 CoCs in the state of Florida, Pasco County ranked 1<sup>st</sup> in funding increase through the NOFO between last year and current. Marcy stated she believed it was only within the past 2 years the CoC has seen success with the NOFO.</p>
	<p>Amanda brought up the role of the county and mentioned her interactions with local providers and their expressing difficulty in dealing with the county's payment methods. This is an important consideration if the County is interested in taking over monitoring compliance or any sort of fiscal responsibility for the CoC.</p>
	<p>Amanda asked further what the county role might be. Marcy responded with that monitoring subrecipients and compliance has been an issue under the Coalition, which is something the county could do possibly creating a department or a group within the county dedicated to homelessness. Specifically, Cathy Pearson and Paula Baracaldo are currently working on the proposed plan for the Times building and that potentially could play to the strengths of the county. Marcy also mentioned technical aspects the county and or United Way are better poised to oversee and coordinate. Marcy stated that the CoC can just continue with the existing MOU with the Lead Agency/Coalition and business as usual. Don again expressed a willingness to entertain shared responsibilities with other CoC members. Including another partner taking on the Public Relations for the CoC as well as the website.</p>
	<p>Amanda suggested starting with the things that need to be accomplished and to remember there is not a great deal of funding for administration to support a lead agency. There must be a willingness from other partners to address the priorities. However, as you split responsibilities coordination becomes more and more difficult. Amanda recommended starting with the Charter, MOU and Performance Improvement Plan to detail the tasks of the Collaborative Applicant/Lead Agency and determine what is being done well and what should be an opportunity to collaborate with another CoC partner to achieve.</p>

	<p>Amanda clarified while there needs to be a lead agency and collaborative applicant for the NOFO submission, it doesn't have to be one in the same. Some Collaborative Applicants, subcontract with another entity for CoC Planning and support.</p>
	<p>Greg stated the county's main objective is to get people off the streets. Don stated that in most geographies, counties and municipalities contribute from their general revenue to address homelessness and used Tampa Hope as an example. Marcy explained that the county doesn't contribute anything from general revenue to address the issue of homelessness and county officials believe nothing is being done. Greg inquired why not have one of the county commissioners on the Leadership Council. However, under the current Governance Charter, the county's seat on the Leadership Council is currently held by Community Development Director, Marcy and the change to include a commissioner would require Marcy to relinquish her seat on the Leadership Council to the appointed county commissioner. Chuck recognizing Marcy's experience in dealing with HUD and CoCs and thought it would be to the detriment of the COC to lose her experience.</p>
	<p>Amanda mentioned the option of doing an RFP for the lead agency. She stated it requires a great deal of work and typically this would be assigned to the Executive Committee under the COC committee structure. The RFP would demand very specific instructions as to what the COC is seeking from the lead agency but the executive committee has to be more transparent with the Leadership Council and the general membership so they can provide feedback on this process as well.</p>
	<p>Amanda mentioned that some CoCs conduct a RFP process for the Collaborative Applicant/Lead Agency every 3-5 years to ensure the CoC is supported sufficiently and everyone is on the same page with regards to expectations of the Lead Agency/Collaborative Applicant.</p>
	<p>Before the meeting closed Don offered another alternative, merging with another CoC, which is something HUD has incentivized in the past. He stated we could consider approaching Pinellas County or Hillsborough County and their CoCs and lead agencies.</p>
X	<p>Don mentioned that the Coalition has always and will always be inclusive and if the Coalition is failing on any specific item that CHPC would seek guidance from the Leadership Council to form a committee to help find the right partner to fix that gap. The Coalition is willing to work with any agency that can help with responsibilities. The responsibilities that the Executive Committee deem relevant are not all in the MOU or Charter. These need to be spelled out so that performance on those items can be tracked and is clear among the Leadership Council, Lead Agency, CoC Membership and public.</p>
	<p>When the Leadership Council for the COC was established, the concept was that the Leadership Council would include members working together to understand the needs of those facing homelessness and articulate them in unison and assist in the pursuit of funding</p>

	that the CoC would allocate in the most effective and efficient means to make homelessness rare brief non-recurring in Pasco County.
	The CoC has established committees in the charter but the only one that has met with regularity and worked towards addressing their charge in the Covernance Charter over the past year, has been the Coordinated Entry Committee Chaired by John Paul Comas. Don stated this committee should be used as a model on how to get the reset of the CoC committees up and running successfully.
	About the idea of consolidating the CoC with a nearby CoC: Pinellas or Hillsborough. Marcy commented that while Pinellas does some good things, she would worry about losing control as the smaller entity.
<b>ADJOURNED</b>	The meeting was adjourned at 1:15pm