

# Gainesville/Alachua County 10-Year Plan to End Homelessness: Blueprint to End Homelessness

PRIMARY Time Frame	PUBLIC SAFETY	HOUSING	SERVICES	HEALTH	IMPLEMENTATION	PREVENTION
SHORT TERM 2006-2007	1. Increase awareness among public safety service providers regarding homelessness in Alachua County.	1. Establish a local Homeless Housing Trust to serve as a vehicle for providing additional housing for homeless individuals and families. 2. Explore feasibility of and work to reintroduce rooming houses.	1. Increase faith-based initiatives to address homeless needs.	1. Increase access to free medical services to facilitate medical stabilization and reduce inappropriate use of emergency room services.	1. Create an Office of Homelessness.	1. Provide supportive services and other assistance for individuals at risk of homelessness.
	2. Reduce unnecessary criminal justice expenditures related to homelessness.	3. Target existing tenant-based rental assistance to specific homeless populations (i.e. people with disabilities). 4. Increase the inventory of affordable housing in Alachua County via coalitions and support of mixed-use housing communities.	2. Create First Entry/One-Stop Center to ensure coordination of homeless services – PHASE ONE.		2. Seek funding for homeless programs outlined in the 10-Year Plan. 3. Implement the Homeless Management Information System (HMIS) at the system-wide level to facilitate coordination of services. 4. Enhance public awareness regarding the plight of the homeless.	
MID-TERM 2008-2012	3. Improve Discharge Planning and housing location assistance to homeless individuals prior to discharge from services and institutions.	5. Facilitate the development of group homes for homeless people not needing intensive support services.	3. Expand First Entry/One-Stop Center to better facilitate coordination of homeless services – PHASE TWO.	2. Broaden wrap-around services and increase capacity of existing services for homeless individuals and low-income families.		2. Enhance educational, job training and employment related options for at-risk and homeless individuals and families. 3. Provide healthcare to very low-income and homeless persons to prevent medical circumstances that contribute to homelessness.
		6. Facilitate housing stabilization once homeless people secure permanent housing and prevent at-risk individuals from losing their housing.	4. Expand First Entry/One-Stop Center to include housing OR transport to and from such housing - PHASE THREE.			
LONG TERM 2013-2015						

**Last update 6/22/07**

**Shaded boxes indicate strategies and goals already in progress**

# Public Safety

Goal 1: Increase awareness among public safety service providers regarding homelessness in Alachua County.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Status:
SHORT TERM 2006-2007	1. Create a "Homelessness Awareness" track at SFCC Academy of Public Safety & an in-service training for veteran officers.	Santa Fe Community College; Alachua County Coalition for the Homeless and Hungry; (ACCHH); Gainesville /Alachua County Office on Homelessness (GACOH)	In-kind	Increased awareness and knowledge of homeless issues among public safety providers		Seeking and reviewing models for existing "Homelessness 101" trainings. GPD (4/06): We do not believe it would be a proper course to include in police academy requirements. GFR (4/06): Specialty needs for this population are included in the curriculum for EMTs and Paramedics. Specific issues on the homeless can be included. County response (5/06): There are a number of ways to achieve this and County will explore them. If additional information needs to be included we are sure SFCC would be willing to do so, as are we.
	2. Offer awareness training to court & criminal justice personnel, EMS, Fire Rescue, and the general public.		In-kind		Ongoing	City response (04/06): Quarterly Paramedic Educational Sessions have all involved scenario-based discussion regarding the delivery of care. Many have specifically involved the low-income and homeless population as the medical follow-up and preventive health maintenance for this group is little to none. These sessions will continue as well as GFR intranet-based education sessions relating to specialty needs within this population.  County response (05/06): The Office on Homelessness could be tasked with this work.

Goal 2: Reduce unnecessary criminal justice expenditures related to homelessness.						
Time Frame/ Target Date	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Status:
SHORT TERM 2006-2007	1. Review City/County ordinances that may adversely affect the homeless population.	City/County attorneys; GPD; ASO, and policy group	In-kind	Reduced # of arrests for outstanding warrants	Staff time	City response (04/06): We believe it to be unconstitutional and discriminatory to exempt or to change a law to apply to one group. Laws apply to everyone. County response (05/06): County Attorney has done this.
	2. Implement a regularly scheduled warrant clearance day for minor offenses.	State Attorney, ASO, GPD, Public Defender & Court Clerk	In-kind		Staff time	11/13/06 – Gainesville City Commission approved a recommendation by the Assistant City Manager to authorize the City Attorney to work with staff to review city ordinances, land use/zoning categories and enforcement approaches and bring recommendations to the City Commission. Stated for discussion at upcoming Implementation Committee meeting (4/30/07). County response (4/06): Warrants are under the responsibility of the Alachua County Sheriff's Office; however, GPD would be willing to assist, as applicable and within our jurisdiction, as long as the method is legally equitable. This is a good idea.
	3. Review amount and appropriateness of current bond schedule.	Courts	In-kind	Affordable bonds; reduction in jail days for people w/ bonds	Staff time	
	4. Create a graduated "Three-Strikes" fine policy.	Courts, State Attorney	In-kind	Affordable options/ Penalties	Staff time	

<b>Goal 2: Reduce unnecessary criminal justice expenditures related to homelessness (continued).</b>						
<b>Time Frame/ Target Date</b>	<b>Action Steps:</b>	<b>Responsibility:</b>	<b>Expected Costs:</b>	<b>Expected Outcomes:</b>	<b>Resources:</b>	<b>Target date:</b>
	5. Increase community service options in lieu of fines.					
	6. Incorporate appropriate homeless defendants into Mental Health Court or Drug Court.	Courts/Court Services	In-kind	Improved services for SMI or SA clients		
	7. Provide necessary public facilities.	City/County				
	8. Hire social worker to assist police with non-violent MH complaints.	City/County; GPD or ASO	<\$50,000/yr	Reduction in inappropriate arrests;		
	9. Create inebriation recovery center for publicly intoxicated individuals.		\$150,000- \$500,000		Law Enf. grants	2010-2012
	10. Increase number of crisis stabilization unit (CSU) & detox beds available in community.	Local Mental Health/SA providers	Mental Health:			
<b>Anticipated Return on Public Investment:</b> Reduction in arrests for old warrants; increased availability of community service workers (cleanups, staff assistance, surveys); improved services for individuals with disabilities;						

**MID-  
TERM  
2008-  
2012**



# Sustainable Housing

1. Establish a local Homeless Housing Trust to serve as a vehicle for providing additional housing for homeless individuals and families.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Status:
SHORT-TERM 2006-2007	1. Create a 501(c)(3) non-profit Housing Trust, to be housed at the Alachua County Housing Authority until the Trust has staff and infrastructure to branch out on its own.	Housing Trust (HT) Committee (to be formed); ACHA;	\$500 (IRS fee); In-kind	Creation of Housing Trust	Staff time	The GRACE Housing Trust Development Committee began meeting in June 2006, and is formalizing the policies and procedures necessary for the successful operation of the Housing Trust.  Committee members have laid the groundwork for the Trust's 501(c)(3) non-profit incorporation, and have received a \$1,000 donation to cover initial start-up costs and operating expenses.  Committee members worked with Attorney Tom Christman, through the Three Rivers Legal Services Pro Bono program, to finalize the documents needed to officially establish the Trust with a founding Board, and will begin recruitment of Board members in the near future.  6/1/07: Charter Board in place. PR efforts underway.
	2. Recruit local attorneys to draft Housing Trust documents. Recruit professionals in banking, real estate, government, etc. to serve on the Board of Directors.	HT Committee; GACOH; Implementation Committee	In-kind		Staff time	
	3. Publicize the Housing Trust and solicit donations.	HT Committee; GACOH,	In-kind; cost of printing/advertising	Public awareness; donations	Donations; grants	The Office on Homelessness is working with local web designer Jeffrey Stevens, who has volunteered his company's expertise to develop publicity materials for the Housing Trust and other 10-Year Plan-related entities.
	4. Accept donations of land, housing, buildings and funds. Utilize donations to purchase property, renovate buildings, and for local match for grants.	HT Committee; ACHA; GACOH	In-kind	Increased housing options; improved leverage ratio for grant applications	Staff time	

2. Explore feasibility of and work to reintroduce rooming houses.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Status:
SHORT-TERM 2006-2007	1. Seek best practices/models for reintroduction of rooming houses into Alachua County.	GACOH	In-kind	Selection of model(s) to be implemented	Staff time	ACHA has partnered with U.S. Dept. of HUD internship program and has initiated research on this goal.
	2. Review City/County policies regarding rooming/boarding houses. Lobby for needed changes.	ACHA; GACOH; City/County Housing Admins	In-kind	Ordinances that facilitate access to affordable housing	Staff time	City response (04/06): Rooming houses are already allowed in multi-family zoning districts. City staff would not support allowing them in single-family districts.
	3. Compile lists of abandoned (City/County owned) properties sufficient for rehabilitation into rooming houses.	City/County	In-kind	Increase in Trust donations; increased housing options	Staff time	County response (05/06): (1) Such facilities are allowed under current County Code (see Sections 404.38 and 404.39 for details). Economic forces, plus state regulation present the barriers to establishing 'rooming houses.' (2) Existing legislation addresses public health, safety and quality of life issues and County Commission would need to study such in detail before lobbying for changes. (4) County SHIP funds are available and largely un-accessed for this purpose.
	4. Encourage local landlords and housing providers to implement rooming/boarding house programs.	ACCHH; City/County; GACOH	In-kind	Increased affordable housing options	Staff time	
	5. Encourage local organizations that assist with housing to use existing funds for rooming houses in lieu of motels.	ACCHH; GACOH;	Reallocation of existing funds	Better utilization of existing housing funds	Staff time; existing resources	

# Sustainable Housing

3. Target existing tenant-based rental assistance to specific homeless populations (i.e. people with disabilities).						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT-TERM 2006-2007	1. Reallocate a portion of existing HOME tenant-based rental assistance (TBRA) funds for specific homeless populations (i.e. those employed and/or with a disability).	City of Gainesville Comm. Development Block Grant office		Reduction in # of homeless people w/ disabilities	Staff time; existing federal funding streams	
	2. City/County Public Housing Authorities (PHAs) establish a preference for homeless individuals linked w/ select services (i.e. Better Jobs/Better Wages, Life Improvement Plan, etc.) on Section 8 waiting lists.	ACHA; GHA	Reallocation of existing resources	Reduction in shelter stay length, thereby freeing up existing shelter space for people on the streets.	Staff time; existing federal funding streams	
MID-TERM 2006-2007						

4. Increase the inventory of affordable housing in Alachua County via coalitions and support of mixed-use housing communities.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT-TERM 2006-2007	1. Establish a coalition of Homebuilder and Realtor associations, UF and City and County to develop a strategy to increase the number of affordable housing units.	GACOH; Implementation Committee; City/County; community partners	In-kind		Staff time	
	2. Encourage development of mixed-use housing communities.	City/County	In-kind	Increased number of affordable housing units.	Staff time	

5. Facilitate the development of group homes for homeless people not needing intensive support services.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Status:
MID-TERM	1. Review City/County Ordinances regarding group homes for homeless people who do not need intensive supportive services.	ACHA; GACOH; City/County Housing Admins	In-kind	Ordinances that facilitate access to affordable housing	Staff time	County response (05/06): "Community Residential Home – Small" (6 or fewer residents) is allowed in every residential zoning district. "Community Residential Home – Large" (7 to 14 residents) is allowed in multi-family zoning districts.
	2. Lobby for zoning that allows facilities with 10 beds or less to be placed anywhere in the county, excluding single-family residential areas.	ACHA; GACOH; City/County Housing; ImpCom	In-kind	Ordinances that facilitate access to affordable housing	Staff time	County response (05/06): County Commission must make any lobbying decisions.

## Sustainable Housing

6. Facilitate housing stabilization once homeless people secure permanent housing and prevent at-risk individuals from losing their housing.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Status:
LONG-TERM 2013-2015	1. Establish a Housing Support Team (HST) to help clients maintain housing (landlord relations; budget/life skills, etc.)	Service providers	Dependent on # of staff; In-kind	Increased stability once individuals find housing; reduction of new homeless		GCM STEPS program is a partial model for this goal, and highly successful.
	2. Provide supportive services to at-risk households, including employment training, education, budgeting workshops, etc.	Service providers	Dependent on # of staff; In-kind	Increased stability once individuals find housing; reduction of new homeless		Currently in place via Gainesville Community Ministries, Alachua County Dept. of Social Services, and Central FL Community Action Agency. Each agency receives > 1,000 calls/month for limited amount of aid.
	3. Reduce the number of forfeited deposits through training on tenant's rights and responsibilities, legal guidance and liaison with landlords.	ACCHH; GACOH; local attorneys; GCM; CC; TSA	Reallocation of existing resources	Reduction in number of forfeited deposits	Recovered deposits would fund much of program	

Anticipated Return on Public Investment: Federal studies indicate every dollar spent to prevent homelessness from occurring results in a savings of six dollars that would be needed to help someone regain housing.

# Supportive Services

1. Increase faith-based initiatives to address homeless needs.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT TERM 2006-2007	1. Encourage faith-based organizations to partner with Interfaith Hospitality Network (IHN).	Faith-based committee; IHN	In-kind	Increased number of homeless families provided with shelter, food, supportive services and fellowship.		
	2. Recruit congregation members to serve as volunteers with IHN.	Local pastors	In-kind			
	3. Recruit churches to serve as host congregations for homeless families served by IHN.	Faith-based committee; IHN	In-kind			

2. Create First Entry/One-Stop Center to ensure coordination of homeless services.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT TERM 2006-2007	1. Assist w/ obtaining State ID cards.	ACCHH; service providers	<\$10,000	Increased employment & services access	Existing resources; State grants; State	
	2. Locate site for One Stop Assistance Center, or locate temporary site until such time as a permanent site is agreed upon.	City/County; ImpCom; GACOH; ACCHH; providers	In-kind	Improved access to services; better coordination of services; reduction in service duplication; easier navigation of available services; reduced downtown visibility of homelessness	Staff time	
	3. Implement a One-Stop Assistance Center, including screening, referral and service linkage. Provide access to computers and case managers to assist in search for relevant and available services and benefits, and link individuals to those services.	GACOH; ACCHH; City/County	\$TBA In-kind agency staff time		Local, State and Federal grants; City/County; private donations;	Office on Homelessness released RFP on 11/22/06.  One response – GRACE Marketplace – representing full participation of key homeless service providers in area received by 1/12/07 due date.  City/County Commissioners, on 1/29/07, gave conditional approval to Office on Homeless to award \$360,000 to fund first year of GRACE Marketplace operations, contingent upon determination of location, and conditional approval of continuation funding for years 2 and 3, contingent upon suitable performance and other measures to be included within the contract.
	4. Increase access to health services via van transportation and bus tokens.	City/County	\$TBA	Reduction in inappropriate ER usages		County response (05/06): Initiate a comprehensive joint City/County planning effort pursuant to this recommendation.  County response (05/06): Currently being done by County Social Services Department and expansion is contingent on County Commission budgetary processes. County should not purchase vans and busses for this purpose. Ensure effective use of MVV Transit the Transportation Disadvantaged Coordinating entity for Alachua County.



2. Create First Entry/One-Stop Center to ensure coordination of homeless services (continued)							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	
<b>MID-TERM 2008-2012</b>	5. Facilitate/coordinate access to mainstream benefits (SSI, SSDI, food stamps, TANF, etc.)	GACOH; One-Stop staff; HMIS admin		Reduction in local costs of homeless	VoA and state and federal benefit programs	Volunteers of America (VoA) currently grant-funded to assist w/ SSI, SSDI applications.  County response (05/06): County Social Services Department currently does this, but expansion into a more thorough case management approach and expansion of levels of service to assist access is contingent on funding through County Commission budgetary process.  2007: Homeless Coalition, using County CAPP funds, hires outreach staff person to link homeless people with mainstream resources.	
	6. Explore opportunities for supportive employment.	GACOH; ACCHH; providers	\$TBD	Increase employment opportunities	Grants	New funding in place for training programs and employment subsidies. See Prevention (Goal 2, Step 1).	
	7. Conduct coordinated, bi-monthly outreach at rotating sites.	GACOH; ACCHH; providers	In-kind	Increased # of homeless accessing services	Staff time	County response (05/06): The County makes referrals to existing agencies for this purpose.  Local models in place include Breakfast on the Plaza and Veteran Stand-downs, both annual events.	
	8. Expand one-stop services to include medical care, child care, and other needed services as identified through customer surveys, point-in-time surveys and data collection and analysis.	GACOH; ACCHH; City/County	\$TBA In-kind agency staff time	Comprehensive array of services. Reduction in # of homeless without basic necessities		County response (05/06): County Social Services is expanding outreach services to rural areas of Alachua County. Bi-monthly outreach within Gainesville would be subject to Commission budgetary process, as this would require additional staff.	
	9. Provide skill training (i.e. medical adherence, social functioning, conflict resolution, stress management, budgeting, problem solving).	GACOH; ACCHH; providers; mentors	\$TBD	Increased social and housing stability. Reduction in crisis situations.			
	10. Provide one-on-one mentoring for homeless individuals on basic life issues, such as home management, relationship skills, hygiene, self-management in the workplace, dealing w/ bureaucratic systems, etc.	GACOH; ACCHH; providers; mentors	In-kind				

<p><b>LONG-TERM</b> <b>2013-2015</b></p>	<p>11. Create a Homeless Services ID card that can be tied to a life improvement plan; revoked in lieu of arrest for certain offenses and reinstated by a caseworker, and used to access resources by participating landlords, merchants, and employers.</p>	<p>GACOH; ACCHH; GPD/ASO</p>	<p>GACOH; ACCHH HMIS committee</p>	<p>Improved accountability; reduction in arrests</p>			
	<p>12. Continue expansion of One-Stop services to provide emergency and/or transitional housing; or shuttle transport to/from such housing if located off-site.</p>	<p>GACOH; ACCHH; City/County</p>	<p>\$TBD</p>	<p>Complete Continuum of Care under one roof. Increased service usage.</p>			

# Health

Goal 1: Increase access to free medical services to facilitate medical stabilization and reduce inappropriate use of emergency room services.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
<b>SHORT TERM</b> 2006-2007	1. Fund County Health Dept. to provide urgent care to homeless referred by EMS and 24-hr triage for EMS.	GACOH; ImpCom; City/County; Fire & EMS stations; CHD	\$TBD	Reduction in inappropriate ER visits; maximization of existing resources	Grants; Hospital partnerships		Must: explore funding for supplies; determine scope of services; collaborate on triage protocols; develop transition plan for primary care by Helping Hands clinic until funds become available.
	2. Increase capacity of Helping Hands Clinic (primary care) to 3x/week. To include hiring administrative staff to recruit volunteers and screen clients; funds for dental clinic supplies.	Helping Hands Clinic	\$60,000	Reduction in inappropriate ER visits; maximization of existing resources	Grants (inc. SAMHSA); Hospital partnerships		Will expand clinic to twice a week (from current 1x/wk). Site location to be determined; ultimate goal is expansion to 3x/wk.
	3. Fund County Health Department to provide primary care to 100 homeless people.	County Health Dept.	\$141,300	Improved health; reduced inappropriate ER visits			Develop triage protocol for assignment
	4. Expand Gainesville Community Ministry dental/vision services.	Gainesville Community Ministry	\$35,000				
	5. Expand We Care program to service eligible low-income residents.	We Care program	\$75,000				
<b>MID-TERM</b> 2008-2012							

Goal 2: Broaden wrap-around services and increase capacity of existing services for homeless individuals and low-income families.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	
						Status:	
MID-TERM 2008-2012	1. Expand Alachua County's transitional and permanent housing for homeless people with disabilities (mental illness, substance abuse disorders or physical health problems)	ACCHH; GACOH; providers	\$800,000	Reduction in number of homeless people with disabilities	Grants		Next step: prepare budget for Finance Committee to have information ready for grant proposals.
	2. Increase substance abuse treatment beds by five to serve approximately 60 individuals per year.	Meridian Behavioral Healthcare	\$320,000 <b>See Status note</b>	Reduction in substance abuse issues for people receiving Tx	Grants; capture of end-of-year state funding		\$320,000 (5 beds) serves 60 clients a year = \$64k/bed/year Due to staffing requirements, SA Tx beds should be increased in increments of 10 (the same # of staff are required for 1 bed or 10). Meridian currently has 15 funded beds and room for 20.
	3. Increase mental health services for approximately 300 homeless individuals.	Meridian Behavioral Healthcare	\$800,000 <b>See Status note</b>	Medical stabilization; reduced CSU visits	Grants; capture of end-of-year state funding		\$800,000 serves 300 clients a year = \$2667/client. Funding can be added in increments of 20, at an approximate cost of \$53,340 per caseload.
	4. Implement Mobile Medical Services Van program. 4a. Secure commitments of volunteer health professionals and graduate-level health profession students to staff van. 4b. Ensure charitable sovereign immunity for medical volunteers.	County Social Services	\$500,000	Improved health; reduced inappropriate ER visits	Grants		Option needs further exploration to determine cost effectiveness; interim objective is to expand transportation options to allow greater access to existing services.  City response (04/06): A hybrid of this has been discussed between COG/AC EMS, exploring the possibility of grant funding of a taxi-voucher transport system for those evaluated by Paramedics and not in need of ambulance transport but in need of minor medical attention. This would provide for transport of the low income/homeless population in non-life threatening minor medical situations. This effort is targeted to increase the availability of transport-capable EMS vehicles for time-critical emergencies. Exploration continues in this area.

# Implementation

Goal 1: Create an Office on Homelessness							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
SHORT TERM 2006-2007	1. Hire a Homelessness Administrator to manage the Office of Homelessness; implement the 10-year plan; facilitate public awareness; coordinate with the Implementation Committee, Steering Committee, Housing Trust and other committees; search for funding; and recruit community volunteers.	City/County; ACHA	\$50,000- \$70,000/yr	Paid staff responsible for successful implementation of 10-year plan		Spring 2006	ACHA has hired Homeless Administrator to meet goals outlined in 10-year plan.  County response (05/06): This is addressed at the beginning of this report.
	2. Hire support staff and a grant writer.						Office on Homelessness is prepared to advertise availability of part-time grant writer position.  County response (05/06): Same as above.

Goal 2: Seek funding for homeless programs outlined in the 10-year plan.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
SHORT TERM 2006-2017	1. Collaborate with City/County grant writers to identify potential funding.	GACOH	In-kind	Increased funding for projects	Staff time		Ongoing- registered w/ eCivis and in constant communication w/ local service providers re: funding via ACCHH & elsewhere  City response (04/06): The City will continue to make its grant-writing staff available to assist in seeking such grants. Where appropriate, the City can use the services of its state and federal lobbyists to obtain legislative support for grants where the City is a partner.  Regarding "development funds", the Community Redevelopment Agency (CRA) can use a portion of its funds (TIF) to develop programs/projects that demonstrate new and improved means of providing services, provided the funds generated within a redevelopment district are spent within that district. [There are currently four redevelopment districts.]
	2. Direct lobbying efforts to seek federal and state funds for homeless programs.	City/County	In-kind		Staff time		County has requested \$4 million each from state and federal governments.
	3. Evaluate creative funding options such as an allocation of a portion of development funds for homeless initiatives.	GACOH; City/County; ImpCom	In-kind		Staff time		GRACE Housing Trust Development Committee continues to explore all funding sources successfully utilized by existing local and state Housing Trust Funds.

	<p>4. Approach Shands HealthCare and North Florida Regional Medical Center to assist with prevention and other health care programs for the homeless.</p>	<p>GACOH; City/County; ImpCom</p>	<p>In-kind</p>		<p>Reallocation of existing expenditures</p>		<p>Commissioner Long, Mayor Hanrahan and the Office on Homelessness have begun a dialogue with Shands HealthCare and North Florida Regional Medical Center to assist with prevention and other health care programs for the homeless.</p>
	<p>5. Change governmental priorities so homeless issues receive more support, either monetarily or through staff dedication.</p>	<p>GACOH; ImpCom; City/County</p>	<p>In-kind</p>		<p>Staff time</p>		<p>Ongoing County response (05/06): County Commission will consider May 23, 2006.</p>

# Implementation

Goal 3: Implement the Homeless Management Information System (HMIS) at the system-wide level to facilitate coordination of services.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	
<b>SHORT TERM</b> <b>2006-2017</b>	1. Finalize and adopt the HMIS user documents.	ACHA; HMIS Subcommittee (ACCHH); providers	In-kind	Uniform, standard guidelines for HMIS providers	Staff time		
	2. Address privacy issues related to sharing of information on HMIS.			Reduction in reluctance re: HMIS among providers	Staff time		
	3. Implement HMIS data collection for agencies receiving homeless assistance funds.	ACCHH; providers	In-kind + nominal start-up costs				
	4. Generate statistical reports to accurately assess needs, gaps in services and program outcomes for more effective utilization of services.		In-kind	Improved analysis and reporting on current gaps	Staff time		
	5. Incorporate universal client outcome level data for short-term and longitudinal data analysis.	ACHA HMIS Administrator	In-kind	Better service coordination; reduce service duplication	Staff time		
	6. Conduct client satisfaction surveys to evaluate needs and services.	ACCHH; providers	In-kind	Improved, more relevant & more effective services	Staff time		
<p>The Alachua County Coalition for the Homeless and Hungry have expanded the local HMIS to include 15 providers - more than half of local emergency, transitional and permanent supportive housing beds in the community, up from only one provider at the time the plan was adopted.</p> <p>A growing number of local funding entities, particularly the City of Gainesville, Alachua County, and the Alachua County Coalition for the Homeless &amp; Hungry, have begun to explore linking required use of HMIS with eligibility for funding.</p>							

Goal 4: Enhance public awareness regarding the plight of the homeless.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
<b>SHORT TERM</b> <b>2006-2007</b>	1. Create a publicity campaign to educate the public and dispel negative stereotypes of homeless individuals and families.	GACOH; ACCHH	In-kind staff costs + media costs	Greater awareness and empathy regarding homelessness	PSAs; interviews & articles;	
<p>OoH &amp; ACCHH will use January 2007 data to begin new public awareness campaign. The Executive Director of the Office on Homelessness has made presentations on the 10-Year Plan at the University of Florida, Santa Fe Community College, local churches and neighborhood associations, and to local media outlets. The Alachua County Housing Authority has hired an intern to assist with ongoing public relations efforts.</p>						

# Prevention

Goal 1: Provide supportive services and other assistance to individuals and families at risk of homelessness.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
<b>SHORT TERM</b>  2006-2017	1. Increase current utility and rent/mortgage assistance programs.	GRU; Catholic Charities; GCM; TSA; County	\$100,000+	Savings of \$6 for every \$1 spent; reduced homelessness	Current funding; possible local funding stream; Grants	County response (05/06): The County has increased funding for this year, and additional increases are decisions to be made through the Commission's budgetary process.  Currently in place through GCM.
	2. Provide counseling and support groups to address isolation, poverty, recovery, grief and abuse.	UF Counseling Dept.; AC Crisis Center; providers	\$90,000	300 counseling sessions per year		County response (05/06): (2) County Crisis Intervention Center and Victim Services/Rape Crisis Center both currently provide services pursuant to this recommendation. (3) The County employee Volunteerism Program may be a source of support for Heart of Florida Prosperity Campaign and other community and faith based efforts to accomplish this. County material and financial support for such efforts is subject to the Commission's budgetary process.
	3. Increase availability of education regarding personal finances and debt for at-risk persons.	City/County; GACOH; ACCHH	In-kind	Reductions in # of evictions and foreclosures	Staff time	
	4. Become an abuse-prevention community, with multi-generational primary violence prevention education programs for ending physical and psychological abuse.	Peaceful Paths; DELTA Violence Prevention Task Force; GPD; County Victim Services	\$50,000/yr	Reduction in # of women who become homeless due to abuse or violence.	Centers for Disease Control Violence Prevention grant	Grant currently in place; potential partnership w/ Child Advocacy Center for FY2007. DELTA Violence Prevention Program, under Peaceful Paths, provides no-cost presentations to area schools and youth centers; ongoing.  County response (05/06): County financial and material support is subject to Commission budgetary process. Such an effort must incorporate key stakeholders.
	5. Educate, mediate and assist landlords and tenants regarding eviction practices and win-win solutions.	City/County; Public Housing Authorities; ACCHH; volunteer attorneys	In-kind	Reduced evictions	Staff time	County response (05/06): Alachua County Affordable Housing Coalition annual "Fenter Power" event could expand to include assistance to landlords. Office on Homelessness could explore implementing such services using model programs like the Portland, Oregon based Housing Connections program. County funding of such a project is subject to Commission budgetary processes.
	6. Educate and assist ex-offenders regarding successful return to employment, education, housing, etc.	Service providers; House of Hope; County, State	\$TBD	Reduction in # of newly released inmates who become homeless	Grants	County response (05/06): County Court Services currently provides limited amounts of this type of service prior to release, but expansion is subject to Commission budgetary processes. Office on Homelessness grants writer should pursue funding in partnership with area law enforcement and other service agencies.
<b>MID-TERM</b> 2008-2012						



Goal 2: Enhance educational, job training and employment-related options for at-risk and homeless individuals and families.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
<b>SHORT TERM</b> 2008-2007	1. Provide job coaches to at-risk citizens.	Providers; Alachua/Bradford Regional Workforce Board	\$50,000+		Grants	
	2. Promote awareness to local employers regarding flexible hours that are family-friendly and encourage child-care options.	GACOH	In-kind	Improved employment options for at-risk citizens	Staff time	
	3. Promote literacy programs for post-school adults and enhance after-school reading programs.	School Board of Alachua County	In-kind	Increased literacy rates; improved job opportunities	Staff time; existing resources	
	4. Increase skilled apprenticeship programs.	SBAC; SFCC	In-kind		Staff time	
	5. Increase affordable transportation options.	City, County	\$150,000+	Improved job opportunities		County response (05/06): Office on Homelessness may coordinate development of plans and recommendations regarding this. The \$150,000 identified in the Blueprint for Implementation for such an increase would be subject to Commission budgetary processes.
	6. Provide job skills training for middle and high school students.	SBAC	\$150,000+	Reduction in # of people limited to minimum wage employment.	Grants; partnerships	

## Prevention

Goal 3. Provide healthcare to very low-income and homeless persons to prevent medical circumstances that contribute to homelessness.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
<b>MID-TERM</b> 2008-	1. Contract with mental and primary health service providers, and the public health department, to provide care for very low-income citizens.	County	\$500,000+	Reduction in number of people homeless due to medical circumstances		

County response (05/06): The County recognizes the "ounce of prevention" impact of this recommendation, but the \$500,000 identified in the Blueprint far exceeds the County Social Services budget for these services, and additional funding is subject to Commission budgetary processes.

2012	2. Provide subsidized care for people at 150% of poverty level who are not eligible for CHOICES program.	County Social Services	\$500,000+	Existing CHOICES funding stream	County response (05/06): The County recognizes that significant numbers of citizens below 150% of the Federal Poverty Level are not eligible for CHOICES, and that the current budget in County Social Services is far below the \$500,000 identified in the Blueprint as necessary for this service. Additional funding is subject to Commission budgetary processes.
3. Enroll homeless children and adults in Medicaid, KidCare, VA and social security programs.	GACHOH; providers	In-kind			Possible expansion of Services (Goal 1, Step 5) strategy.
4. Increase preventative health care options and preventative health education for at-risk citizens.	Health Dept.; providers	\$500,000+			