

Logic Models

Gainesville/
Alachua County
Ten-Year Plan to
End Homelessness

The strategies presented in the logic models represent the committees' best ideas. It will be up to the Implementation Committee to prioritize the strategies and decide which ones to implement.

The expense column figures are **estimated** expenses. The Implementation Committee and City/County staff will research expenses and projected cost savings for the proposed projects over the next few months.

HOUSING

Goal I:

Provide an additional 350 beds for homeless persons over the next ten years and increase affordable housing.

Objective 1A: Establish a local Homeless Housing Trust to serve as a vehicle for providing additional housing for homeless individuals and families.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
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 off on its own.	Housing Trust Committee, ACHA	In-kind	2006	Creation of Housing Trust.
2. Recruit local attorneys to draft Housing Trust documents. Recruit professionals in banking, real estate, government, etc. to serve on the Board of Directors.	Housing Trust Committee, Homelessness Administrator	In-kind	2006	Creation of volunteer board of directors with expertise necessary to ensure success of Trust.
3. Publicize the new Housing Trust and solicit donations.	Board of Directors, Homelessness Administrator	In-kind	2006-07	Public awareness of trust. Donations from a wide variety of sources.
4. Accept donations of land, housing, buildings, and funds. Utilize donations to purchase property, renovate buildings, and for local match for grants.	Board of Directors, Homelessness Administrator	In-kind	2006-ongoing	Donations enable Trust to increase housing for homeless persons.

Objective 1B: Increase the affordable housing inventory in Gainesville, Alachua County.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Establish a coalition of Homebuilders Association, Realtors Association, U.F., City and County to develop a strategy to increase the number of affordable housing units.	Homelessness Administrator, Implementation Committee, City, County, other community partners	In-kind	Start in 2006-07	Increased number of affordable housing units.
2. Encourage the development of mixed-use housing communities.	City/County	In-kind	Start in 2006-07	Increased number of affordable housing units.

Objective 1C: Target existing housing assistance funds for homeless housing.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Reallocate a portion of existing HOME tenant-based rental assistance (TBRA) funds for specific homeless populations (i.e., persons with disabilities).	City of Gainesville CDBG	Reallocation of existing funds	Start in 2006-07	Reduction in the number of homeless persons with disabilities living in shelters, on the streets, in the woods, etc.
2. City and County Public Housing Authorities (PHAs) establish a preference for homeless persons on their Section 8 and public housing waiting lists.	Alachua County Housing Authority, Gainesville Housing Authority	Reallocation of existing funds	Start in 2006	Reduction in length of time homeless persons spend in emergency or transitional shelter, freeing up space for homeless persons living on streets, in the woods, etc.

Objective 1D: Explore feasibility of reintroducing rooming/boarding houses.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Seek best practices/models for introduction of rooming houses into Gainesville community.	Homelessness Administrator	In-kind	2006	Selection of a best practice to be implemented in Gainesville, Alachua County.
2. Review City/County policies regarding rooming/boarding houses. Lobby for changes, if needed.	City/County, Homelessness Administrator	In-kind	2006	Ordinances that encourage rooming/boarding housing.
3. Compile a lists of abandoned (City/County owned) properties sufficient for rehabilitation for rooming houses.	City/County	In-kind	Start in 2006	Abandoned houses donated to trust, rehabilitated for rooming houses.
4. Encourage local landlords and housing providers to implement rooming/boarding housing programs.	Homelessness Administrator	In-kind	2007	Increased affordable housing options for homeless persons.
5. Encourage local organizations that provide housing assistance to use their existing short-term emergency funds to provide rental assistance for rooming/boarding housing rather than issuing motel vouchers.	Homelessness Administrator, Alachua County Coalition for the Homeless and Hungry	Reallocation of existing funds	2007, ongoing	Better utilization of existing housing assistance funds.

Objective 1E: Facilitate the development of group homes for homeless persons who do not need intensive supportive services.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Review City/County zoning ordinances for group homes.	City/County	In-kind	2006	Identification of zoning in need of modifications to support group homes.
2. Lobby for zoning that allows facilities with ten beds or less to be placed anywhere in the county, except for single-family residential areas.	City/County, Homelessness Administrator	In-kind	2006	Dispersment of group homes throughout the county.
3. Create a pilot project to provide up to ten units of housing in a group home that will monitor client progress.	City/County	In-kind	Start in 2006	Successful pilot results in additional group homes Increased housing options for homeless.

HOUSING
Goal II: Facilitate housing stabilization once homeless persons secure permanent housing and prevent at-risk persons from losing their housing.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Establish Housing Support Teams (HST) to help clients maintain housing (landlord/ tenant relations, budget/ life skills, etc.).	Service providers	Will depend on the number of HST specialists hired.	Start in 2007, ongoing	Homeless persons maintain housing once they find permanent housing.
2. Provide supportive services to at-risk households such as employment training, education, budgeting workshops, etc.	Service providers	Will depend on number of services, training, etc.	Start in 2008, ongoing	Reduction in the number of at-risk families and individuals who become homeless.
3. Reduce the number of forfeited deposits through training on tenant's rights and responsibilities, legal guidance and liaison with landlords.	Alachua County Coalition for Homeless and Hungry, local attorneys	In-kind	Start in 2006	Reduction in the number of forfeited deposits.

SERVICES/HEALTH

Goal I:

Create First Entry/One-Stop Center to ensure coordination of services for homeless persons.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Phase One: Identify location(s) to be designated as "First Entry" center(s). Initially, the Center will house individual counters for local service providers. Stations would include case management, screening and referral, life skills and budgeting, mentoring, educational resources, legal aid, social security/SSI representation, DCF representation, vocational training/placement, and shuttle service to and from emergency or transitional housing. To include hiring management and support staff.	Homeless Administrator, Implementation Committee, Alachua County Coalition for the Homeless and Hungry, and Providers.	\$150,000+	Start in 2006/07, ongoing	Improved access to services for homeless persons. Improved coordination and elimination of duplication of services.
2. Conduct coordinated, bi-monthly outreach at rotating sites to link homeless persons with existing services.	Service providers, Alachua County Coalition for the Homeless and Hungry	In-kind	Start in 2006, ongoing	Increased number of homeless persons accessing existing services.
3. Provide case management to implement the "Housing First" model.	Service provider case managers.	Will depend on the number of new hires.	Start in 2006-07, ongoing	Improved stability for homeless persons; Increased accountability.
4. Phase Two: Expand services to include medical care, child care, personal hygiene facilities (showers, laundry, lockers), communications (computers, telephones, message center, mail), substance abuse intervention, and recovery coaches. To include hiring intake staff and specialists, as needed.	Office of Homelessness, Implementation Committee, City/County, Alachua County Coalition for the Homeless and Hungry, service providers	\$500, 000+	2009 -2012	Comprehensive array of services. Reduction in number of homeless persons without basic necessities.

5. Phase Three: Expand services to provide emergency and/or transitional housing (number of beds will depend upon location and funding). To include hiring staff to manage the housing component. (Note: committee members were divided as to whether or not the Center should include beds. If it is deemed desirable to locate shelters away from the Center, the committee recommends shuttles to and from the Center.).	Office of Homelessness, Implementation Committee, City/County, Alachua County Coalition for the Homeless and Hungry, service providers	\$800,000+	2012-2016	Complete Continuum of Care under one roof. Reduction in the number of homeless persons living on the streets, in the woods, etc.
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SERVICES/HEALTH

Goal II:

Increase access to free medical services to facilitate medical stabilization and reduce inappropriate use of emergency room services.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Develop on-site medical service centers at Alachua County and City of Gainesville Fire/EMS stations to provide urgent care for homeless individuals and other low income citizens.	Implementation Committee, City/ County Fire and EMS stations	\$100,000 or less	Starting in 2007, ongoing	Improved health of homeless persons. Reduction in the number of inappropriate emergency room visits.
2. Increase capacity of Helping Hands Clinic (primary care) to three times per week. To include hiring administrative staff to recruit medical professionals to volunteer their services; and funds for medical supplies.	Helping Hands Clinic	\$130,000	Starting in 2008 - 2009	
3. Expand We Care program to serve all eligible low-income residents of Alachua County. To include hiring additional staff to recruit volunteers and screen clients; funds for dental clinic supplies.	We Care program	\$75,000	Starting in 2008 - 2009	
4. Expand Community Ministries dental and vision services. To include hiring additional staff to recruit volunteers; and funds for supplies.	Gainesville Community Ministry	\$35,000	Starting in 2007 - 2008	

5. Implement a Mobile Medical Services Van program (similar to the one in Pinellas County) to be staffed by volunteer medical professionals and graduate level health professions students. Ensure sovereign immunity for medical volunteers.	County Social Services	\$500,000	2008-2010	
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SERVICES/HEALTH

Goal III:

Broaden wrap-around services and increase capacity of existing services for homeless individuals and low income families.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Increase substance abuse treatment beds by five to serve approximately 60 homeless persons per year.	Mental health service providers	\$320,000	Starting in 2009, ongoing	Reduction in substance abuse issues for homeless persons receiving treatment.
2. Increase mental health services for approximately 300 homeless individuals, to include case management, outpatient services and psychiatric services.	Mental health service providers	\$800,000	Starting in 2010, ongoing	Medical stabilization. Reduction in CSU visits.
3. Facilitate and coordinate homeless persons' access to benefits.	First Entry/One Stop Center staff, Service providers.	In-kind	Starting in 2006, ongoing	Reduction in number of homeless persons without income or benefits.
4. Increase access to available health services via van transport and bus tokens.	County	\$300,000+	Start in 2007	Improved access to existing medical facilities.
5. Expand Alachua County's transitional and permanent housing for homeless persons with disabilities (mental illness, substance use disorders, or physical health problems).	Alachua County Coalition for the Homeless and Hungry	\$800,000 +, depending on number of housing units	Start in 2007	Reduction in the number of homeless persons with disabilities living in shelter or on the streets.

SERVICES/HEALTH

Goal IV:

Provide life skills, mentoring, job training and placement, budgeting workshops, crisis management, and other support services to facilitate a stable way of life.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Provide training on skills designed to help homeless persons maintain medical, residential and financial stability, such as medication adherence, social functioning, conflict resolution, stress management, budgeting, problem solving, and decision-making.	Service providers	\$300,000 plus	Start in 2006/07, ongoing	Homeless persons increase social functioning and maintain housing. Reduction in the number of crisis situations for homeless persons.
2. Provide one-on-one mentoring for homeless persons on basic life issues, such as home management, relationship skills, personal hygiene, self-management in the workplace, dealing with bureaucratic systems, etc. Formerly homeless and other community volunteers will serve as mentors.	Alachua County Coalition for the Homeless and Hungry, Homelessness Administrator	In-kind	Start in 2006-2007	Improved social skills and ability to deal with day to day stressors. Reduction in sense of isolation and feeling of helplessness.
3. Hire job coaches to assist approximately 100 homeless clients per year.	Office of Homelessness	\$200,000	Start in 2008, ongoing	Increase in the number of homeless persons who find gainful employment.
4. Explore opportunities for supportive employment for appropriate homeless individuals.	Office of Homelessness, Mental health & other service providers	Will depend on the type of shelter emp. program.	2010 -2012	Increased employment opportunities for persons with special needs.
5. Assist homeless persons in obtaining State ID cards so that they may better access services and employment opportunities.	Service providers	Less than \$10,000	Start in 2006, ongoing	Increased opportunities for employment. Reduction in arrests due to no identification.

6. Create a Homeless Services ID card (similar to the CHIP program in Clearwater) which can be tied to a life improvement plan; taken away in lieu of arrest for certain offenses (re-instated by the person's case worker); used to access resources from participating merchants, employers and landlords.	Office of Homelessness, service providers	Less than \$10,000	Starting in 2007-2008	Improved accountability, reduction in arrests, increased options for homeless persons without State IDs.
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SERVICES/HEALTH

Goal V: Increase faith-based initiatives to address homeless needs in Gainesville, Alachua County.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Encourage faith-based organizations to partner with Interfaith Hospitality Network (IHN).	Faith-based committee, Interfaith Hospitality Network.	In-kind	Starting in 2006, ongoing	Increased number of homeless families provided with shelter, food, support services and fellowship.
2. Recruit congregation members to serve as volunteers with IHN.	Pastors.	In-kind	Starting in 2006, ongoing	
3. Recruit churches to serve as host congregations for homeless families served by IHN.	Faith-based committee and IHN.	In-kind	Starting in 2006, ongoing	

PUBLIC SAFETY

Goal I: Improve public safety services for homeless persons and reduce associated public expenditures.

Objective 1A: Increase awareness among public safety service providers and the community about the plight of homelessness in Gainesville/ Alachua County.

Strategies	Responsible Parties	Estimated expense	Target Date	Desired Outcome
1. Create a required "Homelessness Awareness" track at the SFCC Academy of Public Safety and an in-service training for veteran officers, based on the Broward County model.	Santa Fe Community College	In-kind	Start in 2006-07	Increased awareness among public safety service providers.
2. Offer "Homelessness Awareness" training to court and criminal justice personnel, EMS and Fire Rescue professionals, as well as the public.	SFCC, ASO, GPD, UPD, Courts, CJS, EMS, Fire Rescue	In-kind	Ongoing	

Objective 1B: Reduce the number of arrests of homeless persons.

Strategies	Responsible Parties	Estimated expense	Target Date	Desired Outcome
1. Review City/County ordinances that may adversely affect the homeless population.	City/County attorneys, ASO, GPD, and policy group	In-kind	Start in 2006	Decriminalization of some behaviors made illegal by virtue of housing status.
2. Implement a regularly scheduled warrant clearance day for minor offenses.	State Attorney, Public Defender, Clerk of Court, ASO, GPD	In-kind	Spring of 2006, ongoing	Reduction of the number of arrests for outstanding warrants.

3. Review the amount and appropriateness of current bond schedule.	Courts	In-kind	2006	Creation of affordable bonds; reduction in number of days in jail for homeless persons with a bond.
4. Incorporate appropriate homeless defendants into Mental Health Court or Drug Court.	Courts	In-kind	Start in 2006, ongoing	Improved services for homeless persons with mental health or substance abuse issues.
4. Increase community service options in lieu of fines.	Public Defender, Court Services	In-kind	2006-07	Affordable options/penalties for homeless persons.
4. Create a graduated/"Three Strikes" fine policy.	Courts, State Attorney	In-kind	2006-07	Affordable options/penalties for homeless persons.
5. Hire a social worker to assist police with non-violent mental health complaints.	City, County, ASO, GPD	Under \$50,000	Start in 2006-2008	Improved services for mentally ill persons; reduction in inappropriate arrests.
5. Create an inebriation recovery center for publicly intoxicated individuals.	Service providers	\$150,000 - \$500,000	Start in 2010 - 2012	Reduction in the number of intoxicated persons arrested and transported to jail.
6. Increase the number of detoxification beds and crisis stabilization unit (CSU) beds.	Meridian Behavioral Healthcare	\$150,000 - \$500,000	Start in 2010-2012	Reduction in the number of intoxicated or mentally ill persons arrested and transported to jail.
7. Provide necessary public facilities (bathrooms, places to sleep, etc.).	City/County	Depends on facilities	Start in 2006	Reduction in the number of homeless arrests.

PUBLIC SAFETY

Goal II:

Improve discharge planning and housing location assistance to homeless individuals prior to discharge from services.

Objective 2A: Create, implement and coordinate an effective discharge planning system for potentially homeless persons (including inmates), based on the Broward County, FL and Commonwealth of Massachusetts models.

Strategies	Responsible Parties	Estimated expense	Target Date	Desired Outcome
1. Introduce principles of effective discharge planning to identified institutions; assist with policy development and implementation.	Community Discharge Policy Planning group	In-kind	Starting in 2006, ongoing	Reduction in the number of people who become homeless when released from institutions and foster care.
2. Identify individuals needing assistance to prevent homelessness at intake.	Jail, prisons, medical facilities, psychiatric hospitals	In-kind	Starting in 2006, ongoing	
3. Hire a Discharge Specialist to facilitate services for potentially homeless persons in the criminal justice system and other governmental institutions.	County	\$50,000 or less	2007 - 2008	
4. Supply a Community Resource Guide to identified institutions for dissemination to individuals about to be released into the community.	Alachua County Coalition for the Homeless and Hungry	In-kind	January 2006, ongoing	

PREVENTION

Goal I: Prevent future homelessness for at-risk families and individuals

Objective 1A: Provide healthcare to very low-income and homeless persons to prevent medical circumstances that contribute to homelessness.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Provide subsidized care for persons at 150% poverty level who are not eligible for CHOICES program.	County Social Services	\$500,000+	2008 - 2010	Reduction in number of persons who become homeless due to medical circumstances.
2. Enroll homeless children and adults in Medicaid, KidCare, VA and Social Security programs.	Service providers, Office of Homelessness	In kind	2007 - 2009, ongoing	
3. Increase preventive health care options and preventive health education for at-risk citizens.	Health Department and other providers	\$500,000+	2008, ongoing	
4. Contract with Meridian Behavioral Healthcare, Inc., Alachua County Health Department, and others to provide care for very low-income citizens.	County	\$500,000+	2008, ongoing	

Objective 1B: Enhance educational, job training and employment related options for at-risk and homeless individuals and families.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Promote literacy programs for post-school adults and enhance after-school reading programs.	School Board of Alachua County	In-kind	2006, ongoing	Increased literacy rates among citizens. Reduction in unemployed persons.
2. Provide job coaches for at-risk citizens.	Service Providers	\$50,000 - \$150,000	2007, ongoing	Improved employment options for at-risk citizens.
3. Increase skilled apprenticeship programs.	School Board and SFCC	In-kind	2009 - 2012	Reduction in unemployed persons.

4. Promote awareness to local employers regarding flexible hours that are family friendly and encourage child care options.	Homelessness Administrator	In-kind	Starting in 2007	Increased employment options for at-risk and homeless persons with families.
5. Increase affordable transportation options.	City, County	\$150,000, plus	Starting in 2008	Greater accessibility to employment sites.
6. Provide job skills training for middle and high school students.	School Board of Alachua County	\$150,000 plus	Starting in 2008	Skilled workforce. Reduction in persons limited to minimum wage employment.

Objective 1C: Provide supportive services and other assistance for individuals and families at-risk of homelessness.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Provide counseling and support groups to address isolation, poverty, recovery, grief, and abuse.	U.F. Dept. of Counseling, providers, others	\$90,000	2007, ongoing	300 people counseled per year.
2. Educate and assist ex-offenders regarding successful return to employment, education, housing, etc.	Service providers, county, State	\$90,000, plus	2008, ongoing	Reduction in the number of newly released inmates who become homeless.
3. Increase current utility and rent/mortgage assistance programs.	GRU, Catholic Charities, Gainesville Community Ministry, Salvation Army	\$100,000 plus	2006-07, ongoing	Reduction in the number of people who have their utilities cut off. Reduction in the number of evictions and foreclosures.
4. Educate, mediate and assist landlords and tenants regarding eviction practices and win-win solutions.	City, County, public housing authorities, Alachua County Coalition for Homeless and Hungry, volunteer attorneys	In-kind	Starting in 2006	Improved relations. Reduction in evictions.
5. Increase availability of education regarding personal finances and debt for at-risk persons.	City, County	In-kind	2007, ongoing	Reduction in number of evictions and foreclosures.
6. Become an abuse prevention community, with multi-generational primary prevention educational programs for ending physical and psychological abuse.	Peaceful Paths, DELTA Violence Prevention Task Force, GPD, County Victim Services	In-kind	Start in 2006, ongoing	Reduction in the number of women (including women with children) and teenagers who become homeless due to abuse or violence. Primary violence prevention.

IMPLEMENTATION

Goal I:

Implement the Ten Year Plan to End Homelessness and improve coordination of services among providers.

Objective 1A: Create an Office of Homelessness.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
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	\$50,000 – \$70,000	Spring of 2006	Paid staff responsible for the successful implementation of the 10-year plan.
2. Hire support staff and a grant writer.	City/County	Dependent on number of positions	2007 - 2009	Support staff to ensure successful implementation of 10-Year plan.

Objective 1B: Seek funding for homeless programs outlined in the 10-Year Plan.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Collaborate with City/County grant writers to identify potential funding	Homelessness Administrator	In-kind	2006, ongoing	Funding for homeless projects listed in 10-year plan.
2. Direct lobbying efforts to seek federal and state funds for homeless programs.	City/County	In-kind	2006-ongoing	Increased funding for homeless programs in Alachua County.
3. Evaluate creative funding options such as an allocation of a portion of development funds for homeless initiatives.	Homelessness Administrator, City/County	In-kind	2007 - 2008	Increased funding for homeless programs.
4. Approach Shands Healthcare and North Florida Regional Medical Center to assist with prevention and other health care programs for the homeless.	Homelessness Admin., Implementation Committee members	In-kind	2006	Increased funding for health care programs for homeless.
5. Change governmental priorities so homeless issues receive more support either monetarily or through staff dedication.	Homelessness Administrator, Implementation Committee members	In-kind	2006	Increased funding and staff assistance for homeless initiatives.

Objective 1C: Implement the Homeless Management Information System (HMIS) at the system-wide level to facilitate coordination of services.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Finalize and adopt the HMIS user documents.	Alachua County Housing Authority (ACHA), Alachua County Coalition for the Homeless and Hungry (ACCHH), HMIS subcommittee	In-kind	2006	Established uniform, standard guidelines for HMIS providers.
2. Address privacy issues related to sharing of information on HMIS.	ACHA, ACCHH, and other providers	In-kind	2006	Agreed upon guidelines on information sharing will eliminate provider reluctance to utilize HMIS.
3. Implement HMIS data collection for agencies receiving homeless assistance funds.	ACCHH, service providers	In-kind	2006, ongoing	All service providers will be linked and utilizing the HMIS system.
4. Generate statistical reports to accurately assess needs, gaps in services, program outcomes for more effective utilization of resources.	Alachua County Housing Authority's HMIS Administrator	In-kind	2006-07, ongoing	Improved analysis and reporting on current services and gaps.
5. Incorporate universal client outcome level data for short term and longitudinal data analysis.	Alachua County Housing Authority's HMIS Administrator	In-kind	2006	Better coordination among providers. Eliminate duplication of services.
6. Conduct client satisfaction surveys to evaluate needs and services.	Service providers, Alachua County Coalition for the Homeless and Hungry	In-kind	2006-07, ongoing	Improved services for homeless individuals and families.

Objective 1D: Enhance public awareness regarding the plight of the homeless.

Strategies	Responsible Parties	Estimated Expense	Target Date	Desired Outcome
1. Create a publicity campaign to educate the public and dispel negative stereotypes of homeless individuals and families.	Homelessness Administrator, Alachua County Coalition for Homeless and Hungry	In-kind	2006 - 2008	Greater awareness and empathy for homeless persons.