



Opening Doors of Opportunity: A 10-Year Plan to End Homelessness in Pinellas County

Adopted by the Homeless Policy Group on January 13, 2006





Opening doors to opportunity: A 10-year plan to end homelessness in Pinellas County

Produced by
the Homeless Planning & Policy Group
of Pinellas County

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Key Code:

Timeline:



= Immediate Plan Adoption



= Year 1 Plan Activation



= Year 1 Strategy Implementation



= Year 2 & 3 Strategy Implementation



= Year 5+ Strategy Implementation

Cost:

\$ = Minimal or no cost

\$\$ = \$50K - \$300K

\$\$\$ = \$300K - \$1 million

\$\$\$\$ = \$1 - \$5 million

↻ = Recurring cost

Sources of Funding:

Existing

New

1X = one time; e.g. construction





A message from the Homeless Policy Group

Pinellas County is experiencing prosperous times, with strong business and residential development, low unemployment, and strengthened education and cultural programs. At the same time, the number of individuals in our community who are homeless or on the verge of becoming homelessness continues to rise. Although our community has done a great deal to serve our homeless population, we have not succeeded in alleviating this problem in our community. It will be increasingly difficult for us to serve a growing homeless population; the logical solution, therefore, is to stop this growth and to bring an end to homelessness in our community.

Elected officials and community leaders throughout Pinellas County share a commitment to improving the quality of life for all of our citizens, and we have adopted a vision that no one in Pinellas County should be homeless. To move this vision toward a plan of ending homelessness in Pinellas County, elected officials and community leaders came together to draft this plan. With a county government and local governments for 24 municipalities, collaborative planning efforts across government lines are a challenge. The planning effort developed to address this problem has been a strong and unique approach that underscores the importance of this issue and the commitment of the parties involved. This process and plan are also serving as a catalyst to develop ongoing groups to look at related issues in the areas of affordable housing, behavioral and physical health care, and basic needs.

Involved in our Homeless Policy Group have been elected officials—two from each of our largest local governments including Pinellas County, and the cities of St. Petersburg, Clearwater, Largo, Pinellas Park and Tarpon Springs. Other municipalities were represented by one mayor, selected by the countywide mayor's council. Also involved were an elected official from the School Board and the Public Defender, and community and business leaders from a variety of industries, including faith-based organizations, housing authorities, healthcare, law enforcement, businesses, foundations, the homeless coalition, formerly homeless persons the general community. (For a full list of members, see page 5.)

It's time for us to have a unified vision and a call to action for our community to work together to end homelessness. This document sets forth that vision and lays the groundwork for action plans that will make a difference in the immediate future.



Message... (continued)

This plan was the result of an 18-month research and planning process. Several factors were at the forefront of our research and planning discussions including the following:

- improving the quality of life for homeless individuals and families and those at risk of becoming homeless,
- eliminating barriers to housing and services,
- finding ethical and economical solutions,
- developing unified and comprehensive efforts that demonstrate best practices in housing and service delivery, and
- being able to demonstrate returns for our forthcoming investments.

As a result of our work on this plan, the face of homelessness has changed in all of our minds, and we hope to change the face of homelessness for all citizens in Pinellas County. We need our community and its leaders to overcome the stereotypes that sometimes prevent us from reaching solutions to help these individuals and families who are facing the greatest hardship. We hope this plan and our demonstrated commitment to work together to develop and enact this plan provide motivation for others to get involved and support this effort.

In the following pages, we will identify the current homeless situation in Pinellas County; we will describe our previous planning efforts; we will identify the most significant initiatives set forth in this plan; finally, we lay forth our plan elements in four distinct but connected categories: System Oversight and Evaluation, Continuum of Service, Coordination and Partnership, and Funding and Policy.

We look forward to seeing these strategies become a reality and to saying that this plan and our work as the Homeless Policy Group made a difference in helping to end homelessness in Pinellas County.

The Members of the Homeless Policy Group of Pinellas County



Homeless Policy Group – Planning Partners

Elected Officials

City of Clearwater

John Doran, Council Member
Carlen Petersen, Council Member

City of Largo

Patricia Gerard, Commissioner
Andrew W. Guyette, Commissioner

City of Pinellas Park

Rick Butler, Council Member

Pinellas County School Board

Janet Clark, Member

Pinellas County

Ronnie Duncan, Commissioner
Kenneth T. Welch, Commissioner

City of St. Petersburg

James Bennett, Council Member
Virginia Littrell, Council Member

City of Tarpon Springs

Mayor Beverley Billiris

Public Defender

Bob Dillinger, Public Defender
(representing the Juvenile Welfare Board)

Community Leaders

Catherine Alexander-Ponder
Homeless Program Coordinator,
Bay Pines Veterans Administration

Dr. Teresa Bradley, Vice President of
Medical Affairs, St. Anthony's Hospital

Beth Coleman, President
Clearwater Chamber of Commerce

Bonnie Collins, Citizen

Ron Dickman, CEO
Religious Community Services

Elizabeth Gunderson
formerly Vice President-Community
Impact, United Way of Tampa Bay

Kathy Haynes
Director of Section 8 Housing,
Pinellas County/Dunedin Housing Authority

Sandra Lyth, Vice President of Development,
YWCA of Tampa Bay

Gary MacMath, CEO, Boley Centers for
Behavioral Health Care, Inc.

Karl Nurse, President, Council of Neighborhood
Associations, St. Petersburg
& CEO, BayTech Label

Joanne Olvera Lighter, Foundation Consultant

Virginia Rowell, At-Large

Don Shea, President/CEO
St. Petersburg Downtown Partnership, Inc.

Staff Support

Howie Carroll – *City of Clearwater*
Community Development Department

Beth Eschenfelder – *City of St. Petersburg*
Neighborhood Services Administration

Herb Marlowe, Consultant / Facilitator

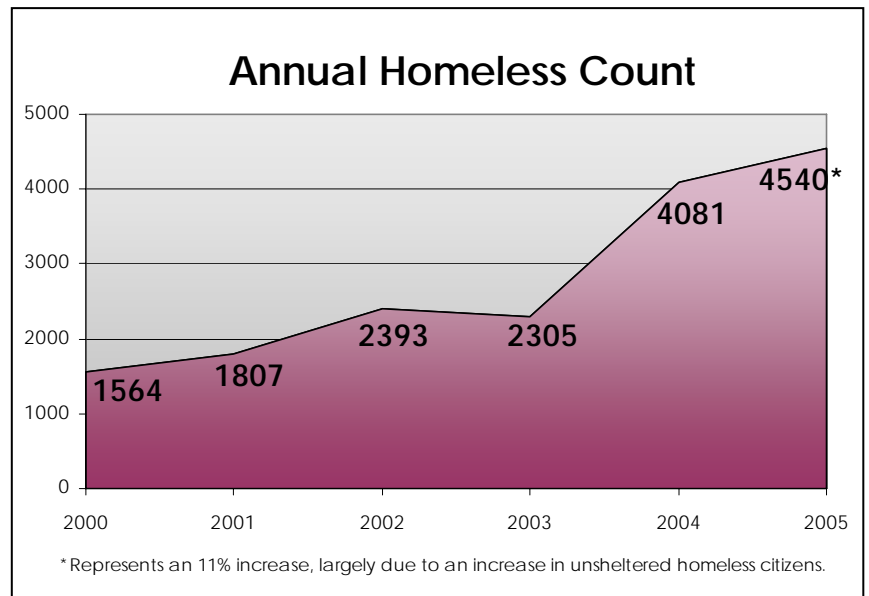
Cliff Smith – *Pinellas County*
Human Services Department

Jean Vleming – *Pinellas County*
Human Services Department



Overview of Homelessness & Homeless Services in Pinellas County

Pinellas County has an existing array of services to assist our homeless neighbors to regain self-sufficiency, but it has proven over the years to not be sufficient to curtail this growing problem. The number of shelter beds and the amount of money spent on homelessness in Pinellas County has increased in the past five years; unfortunately, so has the number of individuals and families who become homeless. Hundreds of our homeless neighbors continue to sleep on the streets and in other places not meant for human habitation.



In addition to a growing homeless population, the face of homelessness has changed over the years. Because of many social factors, homelessness and chronic homelessness has increased and now includes more families with children, nontraditional family types and a greater number of working poor households.

Homelessness & Income

- § 33.6% of homeless adults report working full or part-time
- § 22.5% receive public benefits:
 - 15.4% disability
 - 4.8% veteran
 - 2.3% retirement
- § Only 30% earn or receive more than \$500 per month

There are several underlying factors that push people into homelessness. Most common among them are insufficient income to meet basic needs, alcohol and drug problems, physical and behavioral health issues, and domestic violence. Many lack problem solving and coping skills that prevent them from overcoming burdens or barriers that first put them at risk of becoming homeless.





Overview of Homelessness and Homeless Services (continued)

Even though insufficient income is cited as the most common reason for homelessness, more than 33% of homeless adults work full or part-time, and about 23% receive disability, veteran or retirement benefits. Despite these sources of income, low wages or other personal or environmental barriers have led them to the streets or into shelter.

Service delivery partners and planners are focusing more of their effort on addressing persons who are chronically homeless – people who have been homeless for more than one year or experienced four or more episodes of homeless in three years. In Pinellas County, more than 48% of adults who are homeless qualify as being chronically homeless. It is a critical matter for our community because of the great strain this puts on our total system of care and our community’s concern about the diminished quality of life for this important segment of our citizenry. No one in Pinellas County should have to live on our streets or have to experience repeated bouts of homelessness.

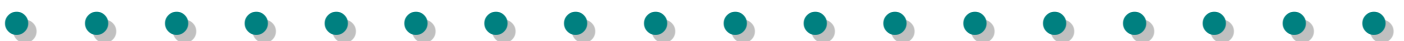
Chronic Homelessness

48.3% of homeless citizens are considered “chronic” homeless:

-  *They have been homeless for more than one (1) year,*
 - or*
 -  *They have experienced four (4) or more episodes of homelessness in three (3) years*
-
-

- **Emergency Shelter:**
 - Year-round shelter beds: 578
 - Current unmet need: **725**
- **Transitional Housing:**
 - Transitional housing beds: 994
 - Current unmet need: **384**
- **Supportive Housing:**
 - Supportive housing units: 335
 - Current unmet need: **1,024**

Service providers do help many homeless people escape homelessness each year; however, there are always more waiting for their spot. The detailed information from our annual homeless survey, combined with our inventory of available shelter beds, provides a quick look at the need for an immediate response to this shortfall.











Overview of Homelessness and Homeless Services (continued)

The Pinellas County Coalition for the Homeless has led the way in serving as our community's lead entity to identify needs, maintain inventories of beds and services, identify gaps, develop a continuum of strategies to respond to those gaps, and to advocate for and solicit funds to move those strategies forward. The work done by this group has provided a strong foundation from which this 10-year plan has been developed.

While making great progress, the Coalition has worked in a system that is challenging to maintain, for two reasons: due to the lack of needed resources and community support for solutions to homelessness; and because current planning, service delivery and funding efforts are not always aligned. The strategies outlined in this plan, provide the additional support and structure needed to regenerate, improve, harmonize and complete this system of care.

Homeless in Pinellas County

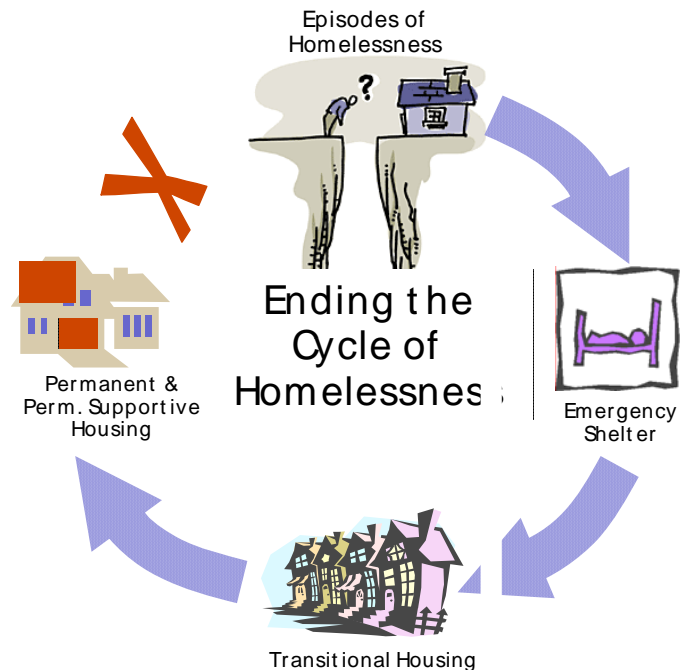
-  On the day of the 2005 annual homeless survey, 4,540 people were homeless in Pinellas County; including 3,655 adults and 885 children.
-  On average, each week, 368 people will lose their current place to stay. Of those:
 -  294 will have no place to go or no money to pay for shelter.
 -  160 people are estimated to be homeless for the first time.
 -  32 will be children.
-  Of the 4,450 people who were homeless on the day of the annual survey, approximately 3,000 experienced previous episodes of homelessness.



Key Initiatives of this 10-Year Plan to End Homeless

The knowledge and skills to end homelessness exist. What's needed now is the commitment of resources and the political will to make it happen. The initiatives outlined in this plan establish strategies and strong accountability standards for all community partners working to end homelessness in Pinellas County. Many of these strategies target chronic homelessness, in an effort to break the repeat cycle that keeps people on the streets and depleting resources that are greatly needed to help others escape bouts of homelessness.

The objectives and strategies in this plan are numerous and cross a variety of industries and service delivery sectors. All are important, but to focus our community efforts, priority initiatives have been identified (identified in the plan with a ★), around which our local governments and community leadership have made a commitment to achieve. These have been identified by the Homeless Policy Group as the strategies that will have the greatest chance, early in the plan implementation, to open doors to opportunities to help end homelessness in Pinellas County.



Following is a list of the plan sections, goals and priority strategies. The sections and goal areas include: System Oversight & Evaluation, Funding & Policy, Coordination & Partnership, and Continuum of Services (*Prevention, Outreach & Intake, and Shelter & Housing*).

System Oversight & Evaluation, and Funding & Policy

System Oversight & Evaluation Goal: Establish a system for plan implementation, oversight, funding administration and evaluation that involves all partners in the plan to end homelessness.

Funding & Policy Goal: Enact and/or lobby for new policy and funding practices that will enable our community to implement our 10-year plan end homelessness.





Key Initiatives (continued)

- Provide long-term funding to support an executive director for the Pinellas County Homeless Coalition
- Assemble a planning, implementation and oversight group
- Obtain involvement and support from local governments and funders
- Work with the Health & Human Services Coordinating Council and local governments to monitor and support efforts to generate new funding sources for services and attainable housing
- Develop a seamless system of funding support, among funders, businesses, foundations and mainstream resources
- Ensure revenue maximization by bringing into our community all funds that are available to us
- Develop and appoint an ongoing business leadership council to assist with planning, implementation and oversight of strategies to end homelessness
- Formalize implementation of the locally approved Minimum Shelter Standards of Care throughout the service delivery system
- Provide technical assistance resources to ensure transitions are effectively managed

Coordination & Partnership

Coordination & Partnership Goal: Strengthen coordination, collaboration and innovation among community partners to remove barriers, break the cycle of homelessness, prevent future homelessness and, ultimately, end homelessness in Pinellas County.

- Develop a “navigator model” that can be easily integrated into existing programs
- Incorporate a system for universal intake, assessment and referral with centralized technology and data systems, such as through the Homeless Management Information System (HMIS)
- Use ACT Teams and provision of aftercare, especially for chronically homeless persons
- Support and expand the capacity of existing one-stop centers and add new centers to areas that do not currently have one
- Engage in legislative advocacy to remove and/or prevent regulations and barriers that worsen our homeless problem
- Advocate/lobby to prevent laws or ordinances that criminalize homelessness
- Allocate more resources for bus passes and tokens
- Coordinate a specialized transportation network for the homeless system of care
- Involve businesses to assist providers in developing entrepreneurial endeavors to generate funds for their programs



Key Initiatives (continued)

Continuum of Services

Prevention Goal:

Prevent homelessness through comprehensive strategies including education, support and early intervention, and emphasize permanent solutions to homelessness through increased income and access to mainstream resources.

- Increase all funding sources and allocations for rental and utility deposit and emergency payment assistance, and mortgage payment assistance
- Expand the County financial assistance program to provide rental assistance to employable persons and increase the dollar amount of rent vouchers
- Develop opportunities for intervention to people at risk of homelessness within businesses that provide essential services, such as utility companies throughout various systems that serve people in need, such as within utility companies
- Implement coordinated discharge planning protocols that will enable discharge planners in hospitals, jails and other institutions to place their homeless clients into appropriate housing
- Increase economic opportunity for homeless persons through increased training opportunities, incentives for employers, and by providing full array of employment-related support services
- Develop a comprehensive, coordinated outreach program that will include intensive outreach to homeless individuals living in the streets, woods and other public places.

Outreach & Intake Goal: Develop a comprehensive, coordinated outreach program that will include intensive outreach to homeless individuals living in the streets, woods and other public places.

- Create a model and work plan for the deployment of street outreach teams (SOTs)

Shelter & Housing Goal: Ensure that adequate levels and types of shelter and housing are available, with an emphasis on attainable housing as a first choice.

Housing First:

- Provide support for the development of Safe Havens in targeted locations in the county
- Simplify the regulatory and development processes to increase the supply of attainable housing, particularly the SRO type
- Build SROs to assist with the "Housing First" model



Key Initiatives (continued)

Attainable Housing:

- Enact regulations for new housing and rental developments that will support the creation/set-aside of attainable housing
- Support mobile home park legislation that provides more protection for residents being displaced due to redevelopment
- Work directly with owners of units with expiring Project-Based Section 8 agreements to keep units attainable
- Require attainable rental property developments that have funds invested by local government(s) to enact Land Use Restriction Agreements that maintains its affordability for a minimum of 30 years

Service-Enriched Shelter:

- Develop an inebriate receiving center for north county
- Create additional transitional and permanent supportive housing
- Develop/expand shelter/housing for persons being released from jail
- Create overnight shelter beds for chronic and street homeless persons

These initiatives are not the only doors to opportunity opening in Pinellas County for our homeless individuals and families and those at risk of become homeless. Many other important strategies are highlighted in this plan.

The developers of this plan also acknowledge the hard work and sustained planning efforts of other groups that have been at the forefront of addressing the growing homeless problems in Pinellas County. Principal among these is the Pinellas County Coalition for the Homeless (PCCH) that was strongly represented throughout the process to develop this 10-year plan to end homelessness. This plan does not duplicate previous strategic plans developed by this PCCH, but most significant strategic plan elements have been incorporated, herein.

While all strategies from other plans have not been reflected in this document, their importance is not diminished. Rather, this plan focuses on new efforts that must be enacted in order for the full system of care to be strengthened and to be truly effective to end homelessness in Pinellas County in the next ten years.



System Oversight & Evaluation

Goal: Establish a system for plan implementation, oversight, funding administration and evaluation that involves all partners in the plan to end homelessness.

Implementing the goals and strategies outlined in this plan will require a dedicated and focused effort, and we must determine a means to know if our plan is successful. In order to make sure this plan works, we must build in a system of accountability and measurable outcomes, and we must create an oversight structure that can manage these processes.

To gauge our success over time, the strategies throughout this plan will be tied to specific and measurable outcomes, and public funds will be focused on supporting programs and services that demonstrate measurable success at ending homelessness.

The priority and service delivery shifts described in this plan will require an intentional change management approach. To ensure progress toward the goal of ending homelessness in our community, a "lead entity" will coordinate implementation of the 10-year plan and be accountable to the community. This entity will include representation from a wide range of agencies and programs involved in ending homelessness, such as state and local government, businesses, public housing, health officials, educators, intermediaries for employment and social services, veterans and formerly homeless persons. This "lead entity" will focus its energies on mobilizing our community's resources to ensure that the vision becomes a reality.

Service Oversight & Evaluation • Guiding Principles

Services must be provided with the goal of achieving the highest standards of practice through continuous quality improvement.

- Research and data should routinely inform policy development.
- Every effort must be made to engage clients to actively participate in service delivery and planning and to respond to feedback received from them.
- Best practice strategies will be researched, and where appropriate for Pinellas County, replicated to improve service delivery efforts, as well as planning, coordination, oversight and evaluation efforts.
- Evaluation systems must be developed to accurately measure success.
- Agencies and providers must be accountable for meeting standards and achieving successful outcomes for clients.
- Providers should have the appropriate training and resources to enable them to achieve successful outcomes.



System Oversight & Evaluation (continued)




Plan Adoption & Activation

Objective 1.1 – Oversight Council:


Create and support the implementation of a public/private oversight council that will ensure accountability for the results, timelines and public reporting requirements of the 10-year plan.

(☞ **Responsible Entities:** *Homeless Policy Group/Leadership Network*)

Strategies	Estimated Cost	Potential Funding
 Immediate Plan Adoption		
★ Provide long-term funding to support an executive director for the Pinellas County Coalition for the Homeless	\$\$ ∪	Existing / New
★ Work with the Pinellas County Coalition for the Homeless to assemble a new planning, implementation and oversight group (lead entity/oversight council) of elected officials, housing experts, members of the philanthropic community, service delivery partners and other community leaders to advance the objectives set forth in this 10-year plan	< \$	Existing / New
Ensure that the designated lead entity/oversight council has the authority to recommend programmatic and operational changes to keep the goals and objectives of the plan on track	< \$	NA
Identify and involve local partners who can participate in plan implementation and ongoing research, planning and evaluation efforts	< \$	NA
★ Encourage buy-in, support of and involvement in the 10-year plan from: <ul style="list-style-type: none"> • Local governments throughout Pinellas County • Funders/foundations • Businesses and business leadership • Business groups such as the Downtown Partnership, realtors associations and the Chambers of Commerce • Faith-based groups and leadership • Education and workforce institutions, such as St. Petersburg College, other colleges/ universities, schools, vocational technical schools, Education Foundation, WorkNet and others 	< \$	NA
★ Provide staff support to the designated lead entity/oversight council	\$\$ ∪	Existing / New



Plan Adoption & Activation

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Plan Activation</u>		
★ Develop and appoint an ongoing business leadership council to assist with planning, implementation and oversight of strategies to end homelessness	< \$	NA
Identify/recruit a spokesperson who can represent and communicate the initiatives of and information contained in the 10-year plan	< \$	NA
Identify priorities within the 10-year plan and costs for implementation	< \$	NA
★ Establish benchmarks and outcomes measures associated with key initiatives in the 10-year plan, by incorporating specific targets and evaluation components for each objective	\$	Existing
Develop periodic action plans that detail short-term implementation strategies for key initiatives in the 10-year plan	\$	Existing
Conduct other needed research to determine feasibility, costs, required partners, best locations, etc., for implementation of best practice programs.	\$\$	Existing / New
Determine total possible revenues from new funding sources and compare to funding needs for implementation of the 10-year plan	\$\$	Existing
★ Coordinate and involve mainstream resources and benefits in all strategies listed throughout this plan	\$\$ ∪	Existing
Develop a plan for generating and administering new funding sources	\$\$	Existing





Research


Objective 1.2 – Assess Current Capacity:

Assess the capacity and effectiveness of current efforts and models being used in Pinellas County for planning, service delivery, housing development, funding and evaluation.

Objective 1.3 – Best Practices:


Research and identify best practices for possible replication in Pinellas County, including innovative street outreach programs, one-stop centers, attainable housing and “Housing First.”

(☞ **Responsible Entities:** HPG & PCCH)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
★ Develop and maintain one funding inventory that is recognized and accepted by involved parties for assessment and planning purposes	\$	Existing
Develop and maintain information on available resources that will be easily accessible to all community partners	\$	Existing
Survey and create an inventory of faith-based programs serving homeless persons and those at-risk of homelessness: identify past, present and future programs; needs; best practices; requirements for participation; etc.	\$	Existing
★ Evaluate current housing, shelter, outreach and service delivery systems and make recommendations for improvement	\$\$	Existing
Research best practices for possible replication in Pinellas County: <ul style="list-style-type: none"> ▪ The feasibility of creating overnight shelter(s) for chronic and street homeless persons ▪ Models that provide centralized support services to a large number of homeless men and women ▪ Best practices for provider and funder collaboration ▪ Ways to collaborate to develop attainable housing ▪ Best practices for regulatory tools, including linkage fees, inclusionary zoning, community land trust and others that assist in the development of and access to more attainable housing ▪ Options for building more SROs (“single room occupancy” housing) to assist with the “Housing First” model ▪ Best practice models for “Housing First,” such as the “Getting Housed, Staying Housed” Chicago model ▪ Best practices for programs that provide full accessibility and visitability for persons of all disabilities 	\$\$	Existing





Research

Strategies	Cost	Funding
Identify and create key infrastructure elements required to support the new system	\$\$ ∅	Existing / New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Gain consensus among community leadership for funding best practices in Pinellas County	< \$	NA

Data

Objective 1.4 – Data Usage:

Maximize the use of the Homeless Management Information System better planning, service delivery provision and evaluation. (☞ **Responsible Entities:** *HPG and PCCH*)

Strategies	Cost	Funding
 <u>Year 1 – Strategy Implementation</u>		
The lead entity will ensure the collection of valid data and will utilize this data for planning and analysis of progress	\$	Existing / New
Continue to improve the annual homeless survey and analysis to provide data that will be necessary for planning and evaluation; <ul style="list-style-type: none"> • Mandate participation by service delivery partners • Provide training for utilization of data 	\$ ∅	Existing / New
Continue/increase support of the Homeless Research Committee	\$ ∅	Existing / New
Promote the outcomes of the annual homeless survey to educate local and state policy makers and the community at large	\$ ∅	Existing
 <u>Year 2 & 3 – Strategy Implementation</u>		
Track and analyze data useful for determining the community’s progress in meeting its goals for ending homelessness Example analyses might include: <ul style="list-style-type: none"> • Progress on moving currently homeless people into housing • Number of formerly homeless people who are prevented from repeat bouts of homelessness • Progress in reducing the costs of emergency medical care or other crisis services for homeless persons 	\$ ∅	Existing / New





Evaluation & Quality Assurance



Objective 1.5 – Service Quality:

Ensure quality of service and accountability throughout the service delivery system, through the establishment and measurement of clearly defined outcomes.

Objective 1.6 – Dual-Operating System:


Manage a well-organized transition process that supports a dual-operating system that will incrementally evolve from the current model to the new one over a period of several years.

(☞ Responsible Entity: HPG)

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
★ Formalize implementation of the locally approved Minimum Shelter Standards of Care throughout the service delivery system	< \$	NA
Ensure that all programs for homeless persons meet minimum quality standards for services, facilities and fiscal accountability	\$	Existing
 Year 2 & 3 – Strategy Implementation		
Ensure adherence to “Shelter Standards of Care” throughout the homeless services delivery system	< \$	NA
Provide continuing assessment and evaluation of plan models throughout the transition period	\$ ∪	Existing / New
Provide specialized training to other front-line mainstream providers on issues concerning homelessness and on how to recognize and deal effectively with mental health issues	\$ ∪	Existing
★ Assist service providers to conduct assessments of their current capacity to assist homeless people, as well as their need for additional resources, training and technical assistance	\$\$ ∪	Existing / New
Assist service providers to increase their capacities to serve homeless and near-homeless people by providing information on forging partnerships, strengthening boards of directors and conducting in-service trainings for staff	\$\$ ∪	Existing / New
Conduct monitoring and evaluation of agencies charged with carrying out plan strategies	\$\$ ∪	New
When outcomes indicate lack of success or other systemic problems, work with service delivery partners to explore other viable alternatives, including the retooling of existing programs	\$\$ ∪	New

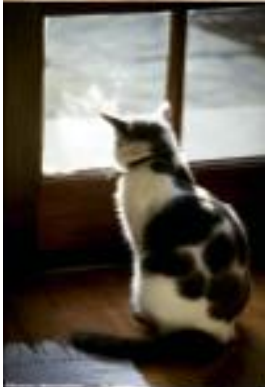


Evaluation & Quality Assurance

Strategies	Cost	Funding
★ Provide technical assistance resources to ensure transitions are effectively managed, giving consideration not to displace people and agencies in the process	\$\$ ☺	Existing / New
Develop, implement and sustain support mechanisms (both financial and technical assistance) for local service providers who will shift to models of service delivery and/or relocate programs to centralized service delivery sites	\$\$ ☺	Existing / New
 Year 5+ - Strategy Implementation		
Monitor and adjust funding strategies, as needed, throughout the plan implementation period	\$ ☺	Existing / New



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Funding & Policy

Goal: Enact and/or lobby for new policy and funding practices that will enable our community to implement our 10-year plan end homelessness.

There are more than two-dozen local funding sources and processes in Pinellas County, among multiple municipalities and private funders and foundations. This is in addition to a complex mix of federal and state funding for homeless programs, attainable housing and related special needs populations.

The most recent assessment completed shows that more than \$20 million in local, state and federal tax funds is spent every year to provide shelter and other services to our county's homeless neighbors. Foundations and private donors spend at least \$4 million more. This spending does not include the cost of providing emergency health care to homeless individuals or to house them in prisons or jails.

Despite this funding mix, many agencies that aid homeless people are stretched to the limit as they struggle to meet a growing need. Even though many services can be strengthened by improving access to care and coordination among providers, services also need to be increased. It is also true that Pinellas County cannot afford to keep investing millions of dollars a year in its current approach toward aiding homeless individuals and families – an approach that focuses primarily on helping people once they become homeless.

Today, the overwhelming majority of resources and programs that help those with housing instability only take effect after someone has become homeless. While ensuring shelter to those in need critical, the thrust of resources should be spent preventing rather than sheltering homelessness.

The cost of episodic homeless

in our shelter and public systems:

- Homeless people spend an average of four days longer per hospital visit than non-homeless people. This is an extra cost of \$2,414 per hospitalization.¹
- Each person in jail costs taxpayers \$14,480 per year.²
- The average cost of homeless episode for a family of three is \$12,000. The same cost to prevent that episode is \$1,600.³
- Estimated costs to local hospitals of serving homeless persons is \$520,088.⁴

is



Funding & Policy (continued)

Solutions

In a community of limited resources, and given the extraordinary commitment of resources locked into shelters or other narrowly defined programs, our work requires flexibility, a commitment to change the status quo and political will.

Strategies identified in this goal area include a cross-sector analysis of funding opportunities, obtaining waivers from state and federal partners to support innovative programs with otherwise narrowly focused dollars and increased up-front investments on the part of local government and business leaders.

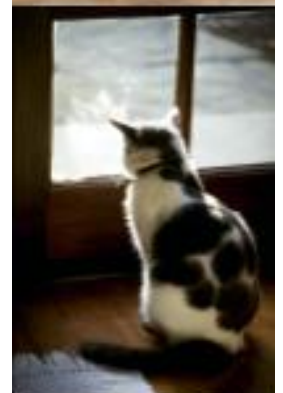
In the immediate future, this 10-year plan calls for additional resources to strengthen the current system of serving homeless people. Over time, the investment in affordable housing should enable our community to use existing emergency services such as homeless shelters, emergency rooms and jails more effectively.

As collaboration and innovative programs are established and the culture begins to shift, cost savings will begin to materialize. Reinvesting savings into best performing programs, as well as converting old service delivery models into new innovate strategies, are the logical and much desired consequences.

Funding & Policy • Guiding Principles

Ending homelessness in Pinellas County requires strong commitment and involvement from the public, private and nonprofit sectors.

- We understand and embrace the needs in our community, and we want to be proactive in finding solutions to address these needs through new funding and reprioritizing of funds to support needed strategies.
- As stewards of public funds, local service providers and funding agents should strive to maximize available resources through formal collaborations that reduce costs and maximize service delivery efforts.





Funding & Policy

Funding Coordination



Objective 2.1 – Government Funding Blend:

Establish a coordinated blend of new and existing funding resources from all levels of government, through alternative methods and established best practices.

Objective 2.2 – Business & Faith-Based Support:

Enlist business and faith-based support to generate new sources of revenue.

(☞ **Responsible Entities:** HPG; HHSCC/funders; local, state and federal governments; and faith-based organizations)

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
★ Develop and promote a centralized fund for businesses, foundations, funders and individuals to support homeless causes and programs	\$	Existing / New
Enlist private support to provide leadership for the centralized fund and to assist with promotion of this fund	< \$	NA
 Year 2 & 3 – Strategy Implementation		
Encourage additional in-kind and volunteer support from the faith-based community	< \$	NA
Reduce numbers of limited-focus funding policies that exacerbate the separation of services	< \$	NA
★ Bring together funders to better coordinate funding for homeless services and support of the 10-year plan	< \$	NA
★ Revisit and revise existing funding policies to maximize their impact in the community through innovative and collaborative approaches	< \$	NA
Utilize the faith-based inventory to coordinate and maximize use of resources	\$	Existing
Consolidate proposal and grant processes in order to maximize the effectiveness of limited resources	\$	Existing
Identify new sources of revenue/funding to support collaborative linkages and the removal of barriers	\$	New
★ Ensure revenue maximization by accessing and bringing into our community all funds that are available to us.		







Funding Policy

Objective 2.3 – Funding Policies:

Amend or develop local and statewide policies/legislation that will support the creation of new funding sources for needed services and loosen existing restrictions to alleviate innovative approaches to service planning and delivery.

(☞ **Responsible Entities:** *Elected officials, local governments and HPG*)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
Leverage more local, state and federal funds	\$ 0	Existing
Sustain existing funding sources that are used for the preservation of existing supportive and attainable housing	\$ 0	Existing
★ Access full funding of the Florida State & Local Housing Trust Fund under the Sadowski Act (which includes SHIP, SAIL tax credits, etc.)	\$	Existing
Retain full funding (no reductions and/or consolidations) of the Federal HOME and CDBG programs	\$	Existing
Lobbying the VA and legislature for increases in veteran-specific substance abuse and mental health treatment programs	\$	Existing
 <u>Year 2 & 3 – Strategy Implementation</u>		
Gain broad-based community support for new funding initiatives	\$	Existing
Allocate funding to support implementation of identified priorities	\$	Existing / New
Lobby for policy changes at the local and state levels to enact needed changes for implementation of new funding strategies and loosen existing funding restrictions	\$	Existing
Generate and administer new funding strategies throughout implementation of the 10-year plan	\$\$ 0	Existing / New
★ Work with the Health & Human Services Coordinating Council and local governments to monitor and support efforts to generate new funding sources for services and attainable housing: <ul style="list-style-type: none"> • Impact fees • Linkage fees • Special taxing district • Food and beverage tax • Portion of property tax or Penny for Pinellas tax 	\$\$ 0	Existing / New
Create additional local revenue sources for attainable housing activities (i.e., excise tax, surtax, beverage tax, linkage fees, etc.)	\$\$ 0	Existing / New



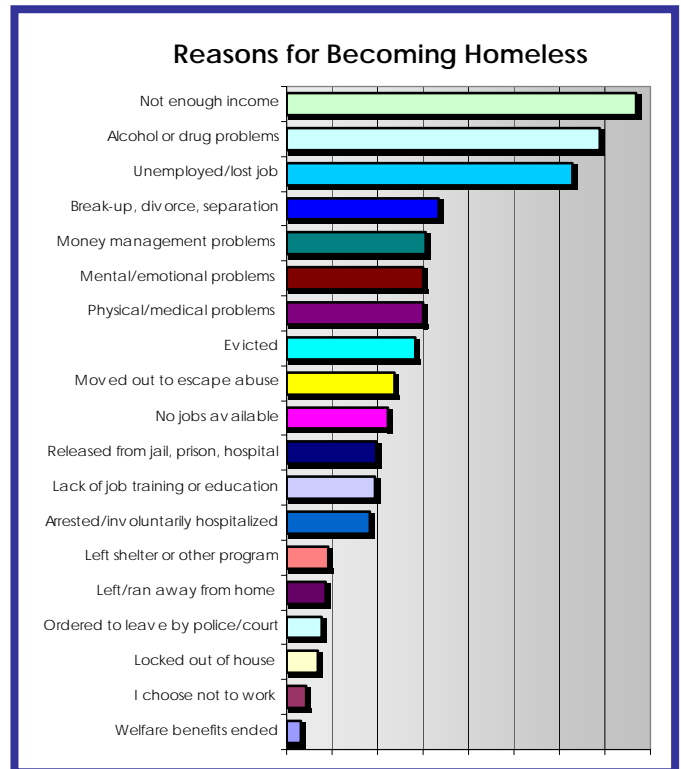
Coordination & Partnership

Goal: Strengthen coordination, collaboration and innovation among community partners to remove barriers, break the cycle of homelessness, prevent future homelessness and, ultimately, end homelessness in Pinellas County.

As shared throughout this plan, the homeless Continuum of Care in Pinellas County is a complex system comprised of diverse entities, governing bodies and funding sources. In Pinellas County, there are more than 140 public, private and faith-based organizations working together to meet the diverse needs of our homeless neighbors.

The myriad of funding sources and service providers working together to end homelessness in Pinellas County is both a strength and limitation. Despite the estimated \$25 million in public and private funds that is spent annually on homeless services in Pinellas County, significant barriers exist for clients seeking services.

- Funding Mandates:** Funding sources and agency mandates dictate defined clientele, specific circumstances under which services will/can be offered, and program goals that can limit who is accepted into a program.
- Fragmentation:** There are significant gaps between services, lacking effective linkages and cohesion for the individual in need. There are very few “one-stop” facilities designed to serve homeless individuals where they naturally congregate. For example, an individual seeking financial support has to go to several agencies and more than one location to obtain sufficient funds.
- Transportation Barriers:** Transportation problems in Pinellas County exacerbate all of the above barriers. Transportation is a complex community issue that has long posed barriers for homeless individuals and others with limited incomes.



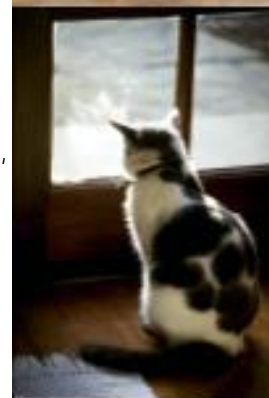
Coordination & Partnership (continued)

- 4. Lack of Basic Supports:** Some individuals and families need additional supports to sustain employment and housing. Childcare, for example, is often identified as one significant barrier to securing and maintaining employment. For a single working parent with two children earning an income just above the poverty line (\$15,000), childcare expenses can exhaust up to 75 percent of his/her salary.
- 5. Lack of Aftercare:** Follow-up and continuity can be limited when a client leaves a program, e.g. services and supports end or significantly diminish once a resident leaves an emergency shelter or transitional housing.
- 6. Long-term Homelessness:** There is a growing population of individuals and families with children experiencing long-term homeless. This requires the corresponding provision of long-term and integrated support services to help them leave homelessness.
- 7. Stigma & NIMBY-ism:** Stigma also leads to barriers in assuring the availability of and access to services. It also contributes to unfair discrimination and practices. Homeless individuals and people living with a mental illness or substance abuse disorder are often stereotyped and viewed inaccurately by the public, in print or other media. These negative public attitudes are also a primary barrier to housing development. Such discrimination may occur when at-risk persons or families most in need of housing assistance routinely do not benefit from the decisions made by officials and providers. Community education regarding the strategies identified throughout this 10-year plan to end homelessness will be essential for its successful implementation in Pinellas County.

Solutions

Overcoming these barriers can largely be accomplished through strong coordination, planning and innovative strategies among service delivery partners, including public, private and nonprofit organizations. This goal area focuses on overcoming barriers that cross all stages of the homeless and prevention systems, such as funding mandates, lack of specialized services, fragmentation in the service delivery system, lack of transportation, negative public perception, and the like.

Local funding and service delivery initiatives should ensure that benefits are maximized and that services are streamlined in order to increase stability in the lives of people facing homelessness and within the organizations that serve them. We must also look at maximizing our allocation of existing resources, by encouraging collaborative service delivery strategies and best practices that demonstrate cost effectiveness.





Coordination & Partnership (continued)

New service delivery models must be incorporated to strengthen client-based care among service delivery partners to reduce the length of time people are homeless and to reduce recidivism. A holistic approach to care can be created through the use of navigators, ACT Teams and the provision of long-term care and aftercare. New technologies, also, can enable caseworkers to share information about those they serve, to troubleshoot more effectively on their client's behalf. New case conferencing models can bring together caseworkers from multiple agencies to problem solve and mitigate barriers their shared clients may face.

To access housing, employment and services such as medical appointments and childcare, homeless and near homeless people need reliable, flexible and cost effective transportation options. Our community needs to modify our local transportation services in ways that will improve and enhance the connectivity between housing, jobs, shopping and services.

We also need to respond to the real needs and barriers facing each individual and family facing homelessness through increased child care subsidies, the provision of services to culturally diverse populations and the availability of a flexible funding pool accessible to case managers so they may assist their clients in overcoming barriers to success.

A broad community education campaign should be initiated early in the implementation phase. To effectively penetrate discrimination, this education campaign should address the root causes of homelessness, the extent of homelessness, human and public cost of homelessness and cost effectiveness of best practice interventions.

Service Delivery Coordination • Guiding Principles

All community partners must work together to ensure successful, long-term outcomes for individuals and families who are, or may become homeless.

- Any person who is homeless or at-risk of being homeless should be able access the services they need without barriers.
- Services should be culturally sensitive and available in the client's community to maintain community ties, if appropriate.
- Ending homelessness will require an all out community effort. Support from businesses, faith-based organizations, local government and citizens will be required if this goal is to be achieved.
- Coordination should occur to serve individuals and families holistically, addressing the circumstances that can cause homelessness.
- Public agencies must coordinate their services to ensure their practices do not result in any individual or family becoming homeless.



Coordination & Partnership

Centralization of Services & Funding





Objective 3.1 – Innovative Service Delivery:

Foster and support innovative and collaborative approaches to service planning and delivery that will maximize the use of mainstream resources, improve the system of care and ensure results-oriented services to every homeless person who requests assistance.

Objective 3.2 – Collaborative Funding Models:

Foster and support innovative and collaborative approaches in the provision of funding support that will maximize resources and improve the system of care.



(☞ **Responsible Entities:** HPG, HHSCC/funders, PCCH, business and faith-based groups)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
Utilize computerized assessment programs to screen and enroll clients in mainstream programs, such as Access Florida	\$\$ ☺	New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Identify and eliminate barriers to the seamless delivery of services and holistic approaches to care	< \$	NA
★ Encourage funders to develop a seamless system of funding support that mirrors the strategies set forth in the 10-year plan	< \$	NA
Encourage funders, government and service providers to explore innovative strategies and collaborative approaches to service delivery to maximize resources and improve the system of care	\$	Existing / New
Encourage combining and consolidating organizations where strategically desirable and beneficial	\$ ☺	Existing
★ Develop and institute a “navigator model” that can be easily integrated into existing programs	\$\$\$ ☺	New
★ Incorporate a system for universal intake, assessment and referral with centralized technology and data systems	\$\$\$\$	New
★ Ensure a holistic approach to care through the use of ACT Teams and provision of aftercare, especially for chronically homeless persons and those with substance abuse or mental health problems	\$\$\$\$ ☺	Existing / New
★ Support and expand the capacity of existing one-stop centers and add new centers to areas that do not currently have one <ul style="list-style-type: none"> • Identify areas where one-stop centers are most needed • Determine the mix of needed services and whether the one-stop centers will be combined with shelter 	\$\$\$\$+	Existing / New



Homeless Management Information System (HMIS)

Objective 3.3 – HMIS: (☞ Responsible Entities: HHSCC, P.C. Human Services, 211 Tampa Bay, and PCCH)


Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
Establish an oversight committee to ensure the effectiveness of the Homeless Management Information System and its oversight	\$	Existing
★ Ensure HMIS is effectively utilized by service delivery partners, including private nonprofits, mainstream resource providers, funders and discharging institutions (hospitals, jails, etc.)	\$\$ ☺	Existing / New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Maximize the use of HMIS data for ongoing decision making and evaluation	\$ ☺	Existing / New
★ Have universal utilization of the Homeless Management Information System by all mainstream programs and front-line providers	\$\$ ☺	Existing / New
Incorporate (real-time) bed and service availability information and system linkage into HMIS	\$\$\$ ☺	Existing / New

Removal of Barriers – General

Objective 3.4 – Removal of Barriers – General:

Develop a system of care that ensures access to needed programs and services by responding to the unique barriers for individuals and families facing homelessness and implement solutions to the most common barriers within the system of care.


(☞ Responsible Entities: HPG, local governments, law enforcement and PCCH)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
Work with local law enforcement to encourage proactive approaches to addressing homelessness and to avoid unnecessary incarceration that hinders a person’s ability to regain self-sufficiency	\$ ☺	Existing
★ Work with local governments to discourage enactment of laws or ordinances that criminalize homelessness	\$ ☺	Existing



Removal of Barriers – General



Strategies	Cost	Funding
 Year 2 & 3 – Strategy Implementation		
★ Remove unjust or unrealistic shelter and service delivery barriers imposed by providers, local government and funders: <ul style="list-style-type: none"> • Residency requirement • Criminal background checks • Drug testing • Identification • Marriage license • Other identification requirements • Age restrictions • Work requirements 	< \$	NA
★ Engage in legislative advocacy to remove and/or prevent regulations and barriers that worsen our homeless problem	\$	Existing
Provide enhanced training to service delivery partners regarding cultural differences and meeting individualized needs of clients; Ensure culturally appropriate services that engage people with diverse need	\$ ∪	Existing / New
Improve information and access to housing and services for people who do not speak English or who face other barriers to obtaining this assistance	\$\$ ∪	Existing
Tailor services to meet individual client needs and recognize people's ability to change	\$\$	Existing / New
Address real barriers that prevent/discourage homeless individuals from accessing services, such as: <ul style="list-style-type: none"> • Physical disabilities • Deaf and hearing impairment • Language and cultural barriers • Transgender orientation/issues • Criminal history & clemency 	\$\$\$ ∪	Existing / New





Removal of Barriers – Transportation

Objective 3.5 – Removal of Barriers – Transportation:

Ensure that public transportation is accessible to homeless people and others with special needs.

(☞ **Responsible Entities:** *PSTA and local governments*)

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
Establish a work group to approach the “Pinellas Suncoast Transit Authority” (PSTA) regarding further development of affordable transportation programs for indigent clients.	< \$	NA
Explore the Florida Statutes regarding needed changes that impact accessibility to transportation and involvement by PSTA in community planning	\$	Existing
 Year 2 & 3 – Strategy Implementation		
★ Allocate more resources for bus passes and tokens	\$\$ ☺	Existing / New
Develop and sustain supportive local transportation services, including equipment, routes and schedules that connect affordable housing, jobs, shopping and services	\$\$ ☺	Existing
Develop/improve transportation services to get people to job sites and to seek employment; explore: <ul style="list-style-type: none"> • Time schedules (i.e. night shift runs) • Available routes • Dependability • Costs • Express bus option 	\$\$ ☺	Existing / New
Explore a contract with a cab company to fill the transportation gap and/or to serve special needs populations	\$\$ ☺	New
★ Coordinate a specialized transportation network for the homeless system of care, such as through a unified pool of existing transportation programs	\$\$ ☺	Existing / New





Service Delivery Coordination



Objective 3.6 – Service Delivery Coordination:

(☞ **Responsible Entities:** HPG, HHSCC/funders, PCCH, business and faith-based groups)

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
Research adequacy of current staffing levels among service delivery partners and develop plans to address shortfalls/needs, if present	\$	Existing
Explore mechanisms to improve client-based care among service delivery partners to reduce the length of time people are in the homeless system of care and to reduce recidivism	\$	Existing / New
★ Build more partner relationships between experienced 501(C)(3) organizations and start-ups, faith-based organizations and for-profit providers	\$ 0	Existing
Showcase local best practices for any/all service delivery partners, such as through annual awards	\$ 0	PCCH
 Year 2 & 3 – Strategy Implementation		
Loosen unreasonable service delivery outcomes that result in “cherry picking” behavior for shelter and treatment programs	< \$	NA

Community Partnership

Objective 3.7 – Faith Community:

Engage communities of faith in the development of expanded, coordinated outreach and services to homeless and precariously housed individuals and families.

Objective 3.8 – Business Community:

Increase involvement of the business/corporate community in addressing those homeless issues that affect the business community directly; e.g., workforce development and efforts to reduce the numbers of persons panhandling and/or living on the streets.





Objective 3.9 – Reduce NIMBYism:

Reduce NIMBYism (*not-in-my-backyard* syndrome) that often hinders the development of affordable housing and programs that assist homeless individuals and families.

(☞ **Responsible Entities:** PCCH, HPG, local governments and business leadership)





Community Partnership

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
The lead entity/oversight council will convene regular forums for community groups to exchange information and ideas for implementing the 10-year plan recommendations	\$ 0	Existing / New
★ Educate, engage and involve the community-at-large on issues concerning homelessness	\$ 0	Existing / New
Regularly inform media about innovative and successful planning and service delivery efforts	\$ 0	Existing
 Year 2 & 3 – Strategy Implementation		
Educate and provide ongoing progress reports on the status of implementing the 10-year plan to any involved/interested party	\$ 0	Existing
Define and create awareness of the true face of homelessness, especially for neighborhoods and business districts	\$ 0	Existing / New
Develop and actively promote a speakers bureau related to homelessness, local programs and services and new strategies under development	\$ 0	Existing / New
Business:		
 Year 1 – Strategy Implementation		
Encourage opportunities for volunteerism, in-kind support and mentoring from the business community	< \$	NA
 Year 2 & 3 – Strategy Implementation		
★ Involve businesses to assist providers in developing entrepreneurial endeavors to generate funds for their programs	< \$	NA
Ensure a system of ongoing accountability to the business leadership to keep them interested and involved	\$ 0	Existing

Community Partnership



Strategies	Cost	Funding
Neighborhoods:		
 <u>Year 1 – Strategy Implementation</u>		
Identify approaches to involve neighborhood leaders in the plan to end homeless	< \$	NA
Foster opportunities for service providers to participate in neighborhood and business associations	< \$	NA
Improve communication between entities and sectors, such as through newsletters, a speakers bureau, etc.	\$ 0	Existing
 <u>Year 2 & 3 – Strategy Implementation</u>		
Promote ongoing education between and among neighborhoods and service providers	\$	Existing



Continuum of Services

Goal: Maximize efforts within every entry point in the continuum of services to engage persons who are homeless or at-risk of homelessness to attain/maintain shelter or housing, to resolve crises, develop a plan to return to and sustain self-reliance, or to assist those who are unable to become completely independent due to physical or mental disabilities.

Streamlining & Strengthening our Continuum of Care

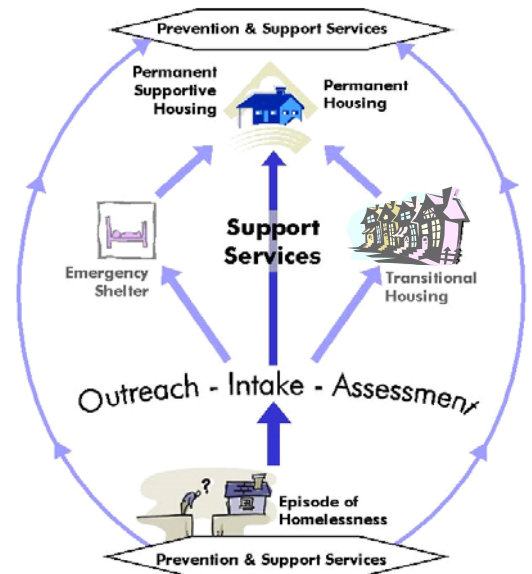
In the homeless services arena, Continuum of Care (CoC) generally refers to a graduated service loop that includes: prevention, outreach, emergency shelter, transitional housing, permanent supportive housing and permanent housing, and returns to prevention to prevent further homelessness. Supportive services (e.g. mental health and substance abuse counseling, legal and health services, etc.) underpin the deeper-end services on the Continuum.

In Pinellas County, resources are lacking in all areas of the CoC, but the smallest amount of funding and service delivery effort has been paid to prevention, outreach and permanent housing solutions. Based on available data and input from all segments of the homeless service community, these have been identified as the areas that require the greatest attention and improvement to help us end homelessness in Pinellas County. This plan includes a greater emphasis on these areas.

While emergency shelter and transitional housing are still essential, these components are more available than prevention-focused programs. Important to the success of this plan are initiatives to keep people from entering the homeless system of shelter and services.

Thus, the greater emphasis in this plan is initiatives for prevention, attainable housing and "Housing First," and overlay supportive services.

Some of these strategies are targeted toward people at risk of homelessness, to prevent them from becoming homeless, the first time or ever again. Other strategies are targeted toward chronically homeless persons – people who have been homeless for more than one year, or experienced four or more episodes of homeless in three years.

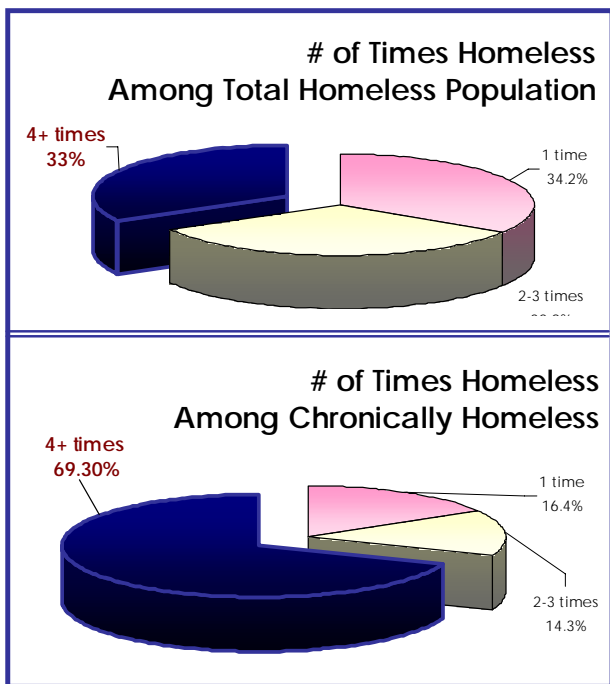


Prevention

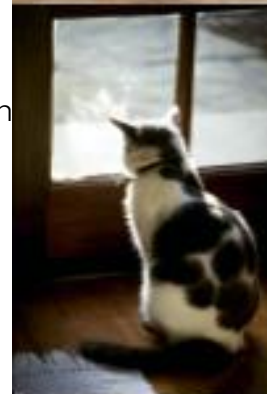
Goal: Prevent homelessness through comprehensive strategies including education, support and early intervention, and emphasize permanent solutions to homelessness through increased income and access to mainstream resources.

On average, about 450 episodes of homeless occur every week in Pinellas County. Thirty four percent (34%) of these episodes are individuals and families who are experiencing homelessness for the first time. These and many others at risk of becoming homeless do not seek aid from existing programs that might have stabilized or saved their housing. Most of these families and individuals are grappling with underlying issues that precipitated their housing crisis, such as job loss, substance abuse, divorce, medical illness, etc.

A significant portion of the single adult population becomes homeless upon “discharge” from custodial or institutional settings, coming from prisons, jails or hospitals. When institutions like these discharge homeless people, they often struggle to link them to appropriate shelter and services, because there is a lack of permanent supportive housing available. This also applies to the foster care system that discharges young people at the age of 18, often into a future of homelessness.



The link between adverse childhood experiences and homelessness is compelling. Two to four years after leaving foster care, 25 percent of youth who “aged out” report having been homeless for at least one night. Twenty seven percent (27%) of homeless persons participating in a national survey reported spending some time in foster care prior to their 18th birthday.



Prevention

Solutions

It is well documented that preventing an episode of homelessness costs less than sheltering an episode of homelessness. But shifting our community's reliance away from an ever-expanding network of shelters to integrated community-based prevention services presents the potential for achieving something more important: diminishing the trauma of dislocation that homelessness causes in the lives of too many individuals and families.

Our prevention efforts must be enhanced to help keep people in housing. Prevention efforts require earlier intervention and better identification of individuals and families who are at high risk of facing a housing crisis.

Comprehensive case management must also be promoted among local prevention service providers. Long term, the ability to provide flexible housing assistance, especially to cover short-term crisis, is a critical element to effective prevention strategies that keep individuals and families housed.

These prevention measures must be coupled with opportunities for gainful employment and the necessary training and support to help those who wish to work to find and maintain jobs that pay a living wage. Increased spending authority for programs to teach independent living skills help move people into employment and to help keep people housed are cost-effective approaches to reducing the scope of homelessness in Pinellas County. Such efforts can keep people in housing and have a major impact on reducing homelessness.

Prevention • Guiding Principles

All efforts should be made to assist individuals and families, as soon as possible, to avoid crises that cause homelessness.

- Interventions should be delivered at the community level before points of crisis, to avoid the disruption and instability created by becoming homeless.
- An individual or family that can be supported within their current appropriate housing situation should not come into the homeless system.
- Institutional settings should ensure successful discharges to stable, permanent housing.
- Individuals and families should be aware of their rights and responsibilities as tenants and clients, as well as the rights and responsibilities of landlords.
- Youth aging out of foster care must have extended support and the opportunity to learn life skills that will help them attain and maintain housing.
- Every homeless person who chooses to work deserves to find employment that pays a living wage.







Emergency Assistance

Objective 4A.1 – Early Intervention:


Deliver intervention at the community level before points of crisis, to avoid the disruption and instability created by homelessness or the risk of becoming homeless.

(☞ **Responsible Entities:** *Pinellas County government, PCCH, public and private providers*)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
★ Increase all funding sources and allocations for rental deposit and emergency rental payment assistance	\$ 0 (see full cost below)	Existing / New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Encourage utility providers to incorporate some kind of compassionate assistance program or expand existing programs	\$ 0	Existing / New
Develop money management training models to be used in conjunction with subsidies and emergency assistance	\$\$ 0	Existing / New
★ Develop opportunities for intervention to people at risk of homelessness within businesses that provide essential services, such as utility companies throughout various systems that serve people in need, such as within utility companies	\$\$\$ 0	New
Implement best practices for “transitional” rental/mortgage assistance programs that promote a timely return to self sufficiency through decreasing subsidies	\$\$\$ 0	Existing / New
Maximize the impact of county rental subsidies for homeless individuals by maintaining a list of property owners who will accept vouchers, by providing staffing support to identify and secure housing placement, and by linking the resident with needed case management and support services	\$\$\$ 0	Existing / New
★ Expand the County financial assistance program to provide rental assistance to employable persons and increase the dollar amount of rent vouchers	\$\$\$\$ 0	New
★ Increase all funding sources and allocations for down-payment and emergency mortgage payment assistance	\$\$\$\$ 0	New
Increase all funding sources and allocations for utility deposit and emergency utility payment assistance	\$\$\$\$ 0	Existing / New
★ Coordinate the current system to provide emergency financial assistance	\$\$\$\$ 0	Existing / New



Emergency Assistance



Strategies	Cost	Funding
 <u>Year 5+ – Strategy Implementation</u>		
★ Use existing and alternative funds to set up a funding pool for rental assistance for such things as security deposits, rental advances and/or tenant-based rental assistance	\$\$\$\$ ◡	Existing / New

Coordinated Discharge

Objective 4A.2 – Coordinated Discharge:

Implement coordinated discharge planning protocols that will enable discharge planners in hospitals, jails and other institutions to place their homeless clients into appropriate housing.





(☞ **Responsible Entities:** All “discharge” entities)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
★ Develop mechanisms for identifying potentially homeless people prior to discharge from institutions: <ul style="list-style-type: none"> • Ensure that housing is included in discharge plans • Compile a listing of available housing options, vacancies and programs that assist with rent • Link discharge planners to community case managers to assist with proper discharge planning • Establish regular meetings between discharging entities and homeless service providers to coordinate both intake and discharge of homeless persons 	\$ ◡	Existing / New
Assign long-term case managers to engage homeless people before the point of discharge from the institutions in which they are living, confined or being treated	\$\$ ◡	New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Enhance efforts within the school system for early identification and intervention for homeless children	\$\$ ◡	Existing / New





Coordinated Discharge

Strategies	Cost	Funding
Hospitals & Treatment Programs		
 <u>Year 1 – Strategy Implementation</u>		
★ Create a task force to study the existing system and develop strategies for new recuperative care systems to allow for the <i>timely</i> release of homeless persons from hospitals	< \$	NA
 <u>Year 2 & 3 – Strategy Implementation</u>		
Work with ALFs to designate beds for homeless referrals	\$\$	Existing / New
Coordinate discharge for persons being released from the Veterans Administration hospital and treatment programs	\$\$ ∪	Existing
Jail & Prison		
 <u>Year 1 – Strategy Implementation</u>		
Encourage involvement of faith-based organizations to mentor homeless offenders being released from jail	\$	Existing
Ensure continuation of the Public Defender’s homeless outreach program to assist in removing warrants	\$\$ ∪	Existing / New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Develop a system for coordinating resources across criminal justice sectors, as well as with human service programs	\$	Existing / New
★ Lobby/advocate for the Florida Department of Corrections to develop a policy to ensure exiting offenders have access to housing arranged prior to release	\$	Existing
Obtain support from legal and veteran’s organizations to identify veterans in jails/prisons who may benefit from prerelease planning in an effort to prevent homelessness and recidivism	\$ ∪	Existing / New
Develop transition case management for persons being released from jail/prison	\$\$\$ ∪	New
Ensure continued discharge planning and aftercare for specialized populations	\$\$\$ ∪	New






Coordinated Discharge

Objective 4A.3 – Foster Care Youth:

Enhance pre-discharge practices and aftercare for youth aging out of the foster care system.

(☞ **Responsible Entities:** DCF and Lead Agency)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
Strengthen coordination among foster care and youth-serving agencies to develop and utilize a discharge policy to provide housing for youth aging out of foster care	\$\$ ☺	Existing
★ Increase resources for independent living assistance for youth before and after aging out of the foster care system	\$\$\$\$ ☺	Existing / New
 <u>Year 2 & 3 – Strategy Implementation</u>		
Work with state and federal governments to amend guidelines for implementation of the federal Foster Care Independence Act that more adequately meet the need of youth	\$	Existing
Develop a better system for the identification of frequent runners from home and foster care and provide intensive intervention	\$ ☺	Existing
Encourage involvement from faith-based organizations to assist youth aging out of foster care	\$ ☺	Existing
Strengthen education programs to help teens in foster care learn independent living skills	\$\$ ☺	Existing / New
Recruit specialized foster homes geared to teens through the provision of subsidies, funding and individual living support	\$\$ ☺	Existing / New
 <u>Year 5+ – Strategy Implementation</u>		
Advocate with the Department of Children and Families (DCF) to intervene in “throwaway” cases, where youth have been locked out of their homes and/or abandoned by family	< \$	NA







Employment Assistance

Objective 4A.4 – Economic Opportunity:

Increase economic opportunity for homeless individuals.

(☞ **Responsible Entities:** *WorkNet and agencies, educational foundations and local governments*)


Strategies	Estimated Cost	Potential Funding
 Year 2 & 3 – Strategy Implementation		
Adopt common standards that measure the employment outcomes of homeless people	\$	Existing
Streamline the system that offers workforce assistance to homeless individuals	\$	Existing
Ensure greater access to centers that provide job placement, job training and employment counseling	\$\$ ☺	Existing / New
Ensure the availability of childcare services to homeless and severely cost-burdened parents and care takers who desire to seek employment or pursue continuing education or training	\$\$\$ ☺	Existing / New
Provide enhanced assistance to achieve job placement and to provide assistance beyond placement	\$\$\$ ☺	Existing / New
Enhance apprenticeship programs with municipalities and large corporations	\$\$\$ ☺	Existing / New
★ Increase the availability of vocational training to homeless persons	\$\$\$ ☺	Existing / New
★ Offer employer incentives to encourage employment of homeless persons	\$\$\$ ☺	Existing / New
 Year 5+ – Strategy Implementation		
★ Coordinate efforts to increase employment and wages for homeless individuals	\$\$	Existing / New
Develop opportunities for job training and apprenticeships for homeless people within the local business community	\$\$ ☺	Existing / New
★ Develop a full array of employment-related service options and resources for homeless individuals, including day care, transportation, work clothes, tools, etc.	\$\$\$\$ ☺	Existing / New



Other Prevention Efforts

Objective 4A.5 – Other Prevention Efforts

(☞ Responsible Entities: *P.C. Schools and HPG*)

Strategies	Estimated Cost	Potential Funding
 Year 2 & 3 – Strategy Implementation		
Expand homeless assistance programs in the schools to provide more case management to homeless children and families in need	\$ \$ ☺	Existing / New
Implement programs for parent mentoring for families at risk	\$ \$ ☺	Existing / New
Respond effectively to the unique needs of the senior population of homeless individuals who need services, need additional levels of care and may not fit into existing “homeless” service categories.	\$ \$ \$ ☺	Existing / New



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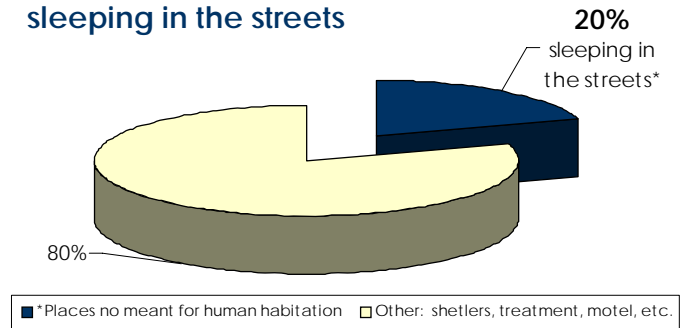
Outreach & Intake

Goal: Develop a comprehensive, coordinated outreach program that will include intensive outreach to homeless individuals living in the streets, woods and other public places.

Currently in Pinellas County, there is no formalized program that provides outreach to our neighbors living on the street. Previous street outreach programs received time-limited funding and were operated by local mental health providers and law enforcement agencies. These programs proved successful in assisting homeless street persons to access services, in addition to improving the perception of “the homeless problem” in surrounding communities. Despite their success, the sources of funding for these programs were not renewed.

The street homeless population is largely comprised of individuals with mental illness and/or substance abuse issues. In the Pinellas County 2005 point-in-time homeless survey, 42 percent of the chronic homeless reported alcohol or drug problems, and 29 percent reported mental health or emotional problems. They are survivors, having forged lives in public spaces for many years.

Chronically homeless persons sleeping in the streets



Solutions

Ending street homelessness requires an acknowledgment that street homelessness is harmful for those who live in public spaces and has negative effects on the communities and areas in which street homelessness proliferates. For humanitarian and quality of life reasons alike, people on the street should be helped and street homelessness should not be tolerated.

A successful effort to overcome street homelessness must ensure the availability of and easy access to safe and viable alternatives to the street. This must be coupled with accountability mechanisms that hold providers, as well as public agencies, responsible for producing results.



Outreach & Intake

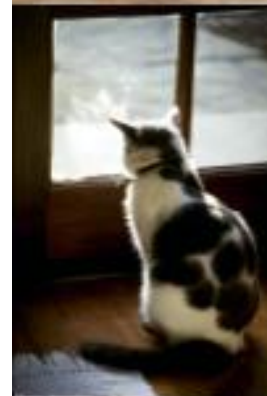
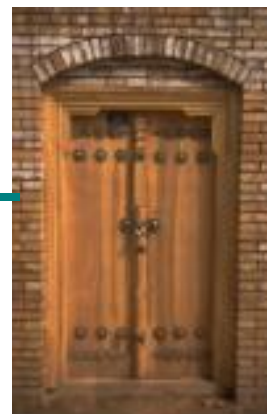
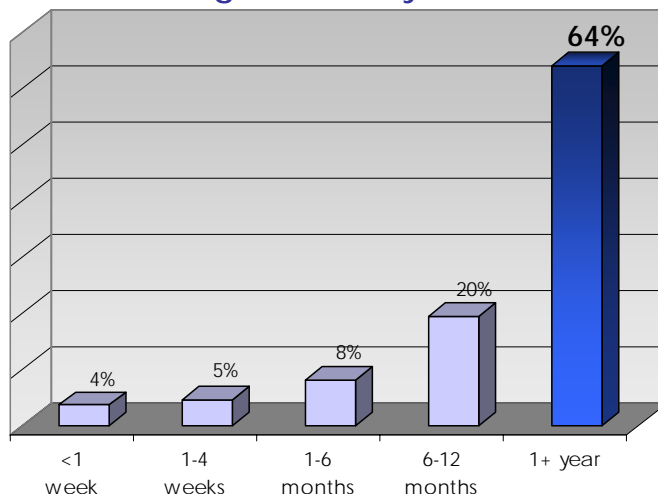
The initiatives identified within this goal area build on best practices, such as the coordination and expansion of outreach and drop-in center services. Other programs identified in goal 2C, such as creating “Housing First” options, also contribute to the goal of ending chronic street homelessness. “Housing First” is a model that first focuses on moving people from the streets into housing and incorporating progressive services over time.

Outreach & Intake • Guiding Principles

Individuals should not have to make their home on the street or in other public spaces; safe and humane options should be available.

- Effective outreach must be provided to encourage individuals living on the street to accept services and shelter.
- Safe environments must be provided to support individuals who fear service engagement.
- Practices that encourage individuals to live on the street are counterproductive and should not be tolerated.
- Effective outreach and treatment options must be made available to homeless individuals suffering from mental health and substance abuse issues.
- Street homeless persons must be viewed as valued members of our community with special needs. Services must be geared towards helping them return to productive lives.
- All shelter and services should be accessible to any person in need.

**Length of Time Homeless
Among Chronically Homeless**





Outreach & Intake

Objective 4B.1 – Outreach Teams:

Create multidisciplinary teams to reach out to homeless individuals that are reluctant to participate in formal service provision, including homeless individuals living on the streets, in woods and other places not meant for human habitation.


Objective 4B.2 – Law Enforcement:

Educate, engage and involve law enforcement and front-line mainstream providers in issues concerning homelessness.

Objective 4B.3 – Special Subpopulations:




Expand outreach efforts and services to at-risk homeless subpopulations, such as mentally ill, substance abusing, physically disabled, senior citizens, criminally involved, veterans, youth, victims of domestic violence, families, etc.

(☞ **Responsible Entity:** PCCH, and multiple public, private and faith-based front-line providers)

Strategies	Estimated Cost	Potential Funding
 <u>Year 1 – Strategy Implementation</u>		
★ Create an Outreach Implementation Team (OIT) made up of parties currently involved in or interested in providing outreach to the homeless persons [The team should be comprised of law enforcement (police, sheriff, public defender), VA outreach staff, hospital emergency departments, Mobile Medical Unit personnel, homeless citizens, faith-based groups, business owners and others.]	< \$	NA
★ Create a matrix of existing homeless service providers that provide outreach/intake services, so that gaps in services can be identified	\$	Existing
Establish quarterly meetings of the public-private OIT to coordinate and improve delivery of services	< \$	NA
★ Create a model and work plan for the deployment of street outreach teams (SOTs)	< \$	NA
Facilitate broader participation by community groups involved in providing outreach services to street homeless persons, including faith-based groups, youth groups, colleges, local civic groups and organizations	\$	Existing / New
Provide information/education for faith-communities on resources available to them for enhanced outreach efforts to the homeless: available funding, grant writing resources, mentoring, etc.	\$	Existing



Outreach & Intake

Strategies	Cost	Funding
 Year 2 & 3 – Strategy Implementation		
Provide outreach to and engage homeless individuals that are reluctant to participate in formal service provision	\$\$\$ ∪	Existing / New
Tailor service provision to the needs of the street homeless and ensure immediate access to services	\$\$\$ ∪	Existing / New
Law Enforcement Outreach		
 Year 2 & 3 – Strategy Implementation		
Provide specialized training to law enforcement on issues concerning homelessness and on how to recognize and deal effectively with mental health issues	\$ ∪	Existing
Develop and distribute outreach materials for use by law enforcement and other front-line mainstream providers	\$ ∪	Existing / New
Partner homeless outreach workers with police officers that patrol areas with large numbers of street homeless	\$\$\$ ∪	Existing / New
Subpopulations		
 Year 1 – Strategy Implementation		
Work with DCF to design an outpatient ambulatory detoxification services program	\$	Existing / New
Plan and support annual Stand Down Events for homeless veterans and other homeless persons	\$ ∪	Existing
Increase collaboration between the Veterans Administration and community-based organizations that are in the field serving homeless veterans to expand outreach efforts to homeless veterans; e.g. case conference meetings	\$ ∪	Existing
Support existing programs providing outreach to homeless mentally ill persons	\$\$\$\$ ∪	Existing / New
★ Enhance mental health and substance abuse screening, assessment and treatment to street homeless at outreach locations throughout Pinellas County, such as shelters, one-stop centers, drop-in centers and food centers	\$\$\$\$ ∪	Existing / New

Shelter & Housing

Goal: Ensure that adequate levels and types of shelter and housing are available, with an emphasis on attainable housing as a first choice.

“Housing First” and Attainable Housing

“Housing First” is a service delivery model that has proven successful in reducing homelessness in communities throughout the nation. The “Housing First” model focuses on placing individuals and families into permanent housing, as quickly as possible, and then providing intensive home-based case management and stabilizing support services to prevent a recurrence of homelessness. To implement this successful model in Pinellas County, our community must also address the need for attainable housing.

The price of homes in Pinellas County continues to escalate at record rates, and affordable, quality, “attainable” housing continues to become a fading reality for many extremely low to moderate-income households. Over the past several years, the “affordability gap” (the difference between what a person can afford and what is actually available) has been growing larger.

Typically, in the attainable housing arena, we are dealing with households that have incomes ranging from extremely low-income [less than or equal to 30 percent of area median income (AMI)], to at or below moderate income (less than or equal to 120 percent AMI). Using the “affordable” definition, a family of four, that is very low-income, can afford to pay \$652 per month for housing expenses. The table below represents what families can afford in their monthly housing expenses, based on their household income. Some households are paying between 40 percent and 50 percent of their income just to find a decent place to live, which leaves little for life’s other expenses, such as utilities, food, transportation and insurance.

Minimum Wage (25% AMI)	Extremely Low (30% AMI)	Very Low Income (50% AMI)	Low Income (80% AMI)	Moderate Income (120% AMI)
\$12,792	\$15,645	\$26,100	\$41,750	\$62,640
↕ Monthly “Affordable” Payment ↕				
\$319	\$391	\$652	\$1,043	\$1,566

Income levels for a family of four in the Pinellas (Tampa Bay Metro) area



Shelter & Housing

Disabled and other special needs homeless individuals often require support services to remain in permanent housing. The most recent Pinellas County homeless survey found that of the 3,655 adults who are homeless on any given night, 45 percent have some type of disability. These populations include physically disabled persons; adults with mental retardation and/or developmental disabilities; adults with serious mental illness, substance use and co-occurring disorders; and young people ages 18 to 22 transitioning out of foster care.

Solutions

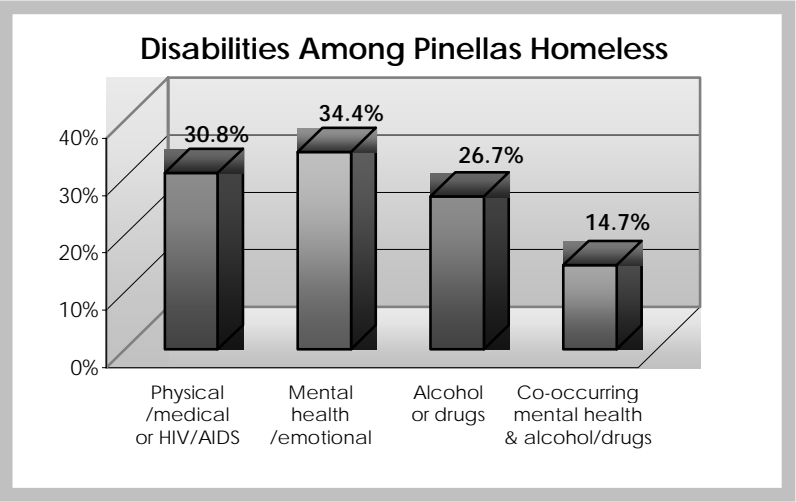
Researchers and practitioners have demonstrated repeatedly that people with disabilities and other special needs can live successfully in their own homes and communities. To succeed, they need decent, safe, attainable and accessible housing, as well as access to the supports and services they needed to live as independently as possible.

The question is how to develop new attainable housing and preserve the existing inventory of attainable housing. The “toolkit” of attainable housing development strategies includes creative financing, attractive incentives, relaxed zoning requirements and sources of financing that do not carry a debt payment and/or have a reduced interest rates.

Shelter & Housing • Guiding Principles

All individuals and families should have safe, attainable housing.

- Housing with support services should be the first approach considered when moving individuals and families out of homelessness.
- Ensuring safe, attainable housing for all Pinellas County residents requires effective collaboration among stakeholders – including providers, public agencies, community organizations and clients.







Continuum of Services – Shelter & Housing (continued)

“Housing First”

Objective 4C.1 – “Housing First”:


Develop and sustain the types of housing that would be suitable to implementing the “Housing First” model.

(☞ **Responsible Entities:** *Elected officials, Local HCDs, HPG and housing authorities*)

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
Research, identify and work to secure support for the placement of SRO developments in targeted locations around the county	\$	Existing
★ Provide support for the development of Safe Havens in targeted locations in the county	\$\$\$\$+ ☺	New
 Year 2 & 3 – Strategy Implementation		
Determine and gain support for structural and programmatic components to be adopted in our community’s “Housing First” model, including the following: <ul style="list-style-type: none"> ▪ populations to be served ▪ number of units ▪ type of units ▪ type and structure of support services ▪ length of support 	< \$	NA
Gain countywide support for a “Housing First” model that serves any homeless person or family desiring to achieve self-sufficiency	\$	Existing
If “Housing First” rental vouchers are through a means other than Section 8, develop and adopt local policy to mandate acceptance of vouchers by landlords requiring comparable rental values	\$	Existing
Incorporate changes to local land development regulations that allow for the type of mixed-use programs that are being proposed within this plan	\$	Existing
★ Simplify the regulatory and development processes to increase the supply of attainable housing, particularly the SRO type	\$ ☺	Existing
Assist with all stages of transition out of the “Housing First” program to help residents maintain self-sufficiency, including follow-up and after care services	\$\$\$ ☺	New
Develop and implement a program strategy to transition “Housing First” residents off public assistance and to achieve self-sufficiency	\$\$\$ ☺	New



“Housing First”

Strategies	Cost	Funding
★ Build SROs to assist with the “Housing First” model GOAL: Develop an average of 100 units per year for the next 10 years, with the first targeted development of 300 units within 3 years GOAL: Ensure full accessibility and visit-ability of all new units	\$\$\$\$ ☺	1X & New
Incorporate a mix of housing vouchers for scattered-site “Housing First” placements, especially for homeless families and other suitable individuals	\$\$\$\$ ☺	New
Structure the “Housing First” developments to include a full range of support services needed to assist individuals to regain self-sufficiency, such as job training and placement, child care, mental and physical health services, education/GED, etc. (base program mix on documented needs assessments)	\$\$\$\$ ☺	New
 Year 5+ – Strategy Implementation		
Convert and/or develop underutilized properties and outdated buildings into attainable housing; possibly SRO-type housing	\$\$\$\$ ☺	1X & New

Attainable Housing


Objective 4C.2 – Policies & Funding for Housing Needs:

Establish comprehensive short-term and long-term policies and funding options to address the housing needs of Pinellas County’s low-income, disabled and other at-risk populations and support efforts to swiftly move people from homelessness into housing and self-sufficiency.

Objective 4C.3 – Attainable Housing:


Develop and sustain attainable housing through collaboration and by maximizing available resources.

(☞ **Responsible Entities:** *Local governments, housing authorities and developers*)

Strategies	Estimated Cost	Potential Funding
 Year 1 – Strategy Implementation		
Lobby to preserve the Federal Housing Choice Voucher Program (Section 8) and maintaining existing levels of funding for other attainable housing and homeless programs	\$	Existing



Attainable Housing

Strategies	Cost	Funding
★ Enact regulations for new housing and rental developments that will support the creation/set-aside of attainable housing, including: <ul style="list-style-type: none"> • Inclusionary zoning regulations that require developers to maintain a percentage of units as attainable, for both home-ownership and rental developments, or pay a fee-in-lieu • Impact/linkage fees and/or impact fee relief • Density bonuses • Direct subsidies 	< \$	NA
★ Support mobile home park legislation that provides more protection for residents being displaced due to redevelopment	< \$	Existing
Increase available subsidies to allow very low to moderate-income households a chance to obtain attainable housing	\$\$\$\$ ◡	Existing / New
 Year 2 & 3 – Strategy Implementation		
★ Develop a countywide listing of all mobile and manufactured home communities and carefully monitor when parks are sold	< \$	N/A
When mobile home parks and rental apartments are sold for conversion to housing, require a portion of the new development to remain attainable	< < \$	N/A
Support and recommend legislation that provides greater consumer protections in areas such as insurance rates and predatory lending	\$	Existing
Research possible methods to offer waivers, temporary reductions or deferrals of ad-valorem taxes	\$	Existing
★ Work directly with owners of units with expiring Project-Based Section 8 agreements to keep units attainable	\$\$ ◡	Existing / New



Attainable Housing



	Convert and/or develop under-utilized properties for supportive and attainable housing	\$\$\$\$+ ♻️	TBD
	Develop a mix of funding sources and enticements to finance targeted attainable housing and rental housing developments	\$\$\$\$+ ♻️	Existing / New
	 Year 5+ – Strategy Implementation		
★	Require attainable rental property developments that have funds invested by local government(s) to enact Land Use Restriction Agreements that maintains its affordability for a minimum of 30 years; Implement similar long-term affordability provisions for owner-occupied attainable housing units	< \$	N/A
	Create more quality attainable housing for our elderly residents, in addition to independent and assisted living	\$\$\$\$+ ♻️	1X & New





Service Enriched Shelter & Housing

Objective 4C.4 – Service-Enriched Shelter & Housing:

If research demonstrates need, develop various types of service-enriched shelter housing for homeless men and women, especially those with special needs and others who have been resistant to traditional shelter models.

(☞ **Responsible Entities:** HPG, HHSCC, PCCH and providers)

Strategies	Estimated Cost	Potential Funding
 Year 2 & 3 – Strategy Implementation		
Secure funding for ongoing operational support for an inebriate receiving center (IRC) for the north county service area	\$\$\$\$ ◡	New
★ Secure capital funding and develop an IRC in north county	\$\$\$\$ ◡	1X & New
★ Develop a recuperative care center for homeless persons who are released from hospitals (a facility to recuperate with medical support and to coordinate placement into housing)	\$\$\$\$ ◡	1X & New
★ Support the creation of additional transitional and permanent supportive housing units	\$\$\$\$+ ◡	New
Create other specialized residential and treatment programs in targeted locations in the county, allowing for north and south points of access: <ul style="list-style-type: none"> • Inebriate receiving center (north county) • Crisis stabilization units (north & south) • Safe havens (north) • Singles' hostel (north & south) 	\$\$\$\$+ ◡	1X & New
Increase and strengthen housing and services for youth into early adulthood, as needed, to recognize the special needs of this population (18 – 25 years old)	\$\$\$\$ ◡	Existing / New
★ Develop/expand shelter/housing for persons being released from jail	\$\$\$\$ ◡	1X & New
 Year 5+ – Strategy Implementation		
★ Create low-demand overnight shelter(s) for chronic and street homeless persons	\$\$\$\$	New





Glossary of Plan Terminology

ACT Teams	Assertive Community Treatment Teams: an approach that features the use of a team, rather than individual case managers, to provide continuous, ongoing service to clients who need high levels of support, especially those living with a disability
AMI	Area Median Income: The income standard by which levels of poverty are established; e.g., 50% of AMI
ALF	Assisted living facility
CDBG	Community Development Block Grant: Entitlement funding from the Federal Department of Housing and Urban Development
CoC	Continuum of Care: The HUD model for community planning carried out in our local community that strives to achieve a full and seamless system of services for homeless persons and families
Collaboration, Cooperation & Partnership	<p>Collaboration: Relationships that provide opportunities for mutual benefits and results beyond those any single organization or sector could realize alone</p> <p>Cooperation: Informal relationships whereby entities exchange information, materials or services, but which does not have a commonly defined mission, structure or planning effort</p> <p>Partnership: Informal to formal contractual arrangements between entities with well defined roles and responsibilities that may include shared space and staff, shared authority and decision making</p>
DCF	Florida Department of Children and Families
HAC	Homeless Assistance Center: Similar to a one-stop outreach and resource center (see below)
HHSCC	Pinellas County Health & Human Services Coordinating Council
HCD	Local government Housing and Community Development departments
HOME	HOME Investment Partnership Program: Flexible affordable housing funds that can be used for a wide range of activities targeted to households earning eighty percent (80%) AMI and below
HPG	10-year planning <i>Homeless Policy Group</i>
HUD	U.S. Department of Housing and Urban Development



Glossary of Plan Terminology (continued)

Lead Entity	<p>The group or organization responsible for coordinating and carrying out community wide research, planning, prioritization, evaluation, etc., of homeless programs and services</p> <p>[The lead entity is that group which is recognized by HUD and Florida’s State Office on Homeless as having and fulfilling these responsibilities. The lead entity serves as the funding conduit and/or administrator for federal and state homeless funds that come directly to the community.]</p>
Leverage	The amount of other funds that are invested in the financing of attainable housing projects
NAMI	National Alliance to End Mental Illness
Navigator	Employees or volunteers who serve as mentors to those needing assistance to navigate the human services system and to accessing housing/shelter and mainstream resources
NIMBY	<i>Not In My Backyard</i> : A term that symbolizes neighborhood attitudes wanting to exclude certain people because they are homeless, poor, disabled, or because of their race or ethnicity
OIT	Homeless Outreach Implementation Team
One-Stop Outreach & Resource Center	A center that provides a full range of basic needs and support services to street homeless and others at risk-of being homeless
PCCH	Pinellas County Coalition for the Homeless
PSTA	Pinellas Suncoast Transit Authority: The public transportation system for Pinellas County and the company that operates it
Recuperative Care Center	A facility for homeless persons who are released from hospitals that provides time to recuperate with medical support and to coordinate placement into housing
Safe Haven	<p>A residential program that serves hard to-reach homeless persons who have severe mental illness, are on the streets and have been unable or unwilling to participate in supportive services</p> <p>[Safe Havens provide 24-hour residence for an unspecified duration and may provide supportive services to eligible persons who are not residents, on a drop-in basis. Safe Havens do not require participation in services and referrals as a condition of occupancy. Rather, it is hoped that after a period of stabilization in a safe haven, residents will be more willing to participate in services and referrals and will eventually be ready to move to more traditional forms of housing.]</p>





Glossary of Plan Terminology (continued)

SAIL	State Apartment Incentive Loan: A program designed to stimulate production of affordable, multifamily rental housing for very-low income individuals and families, by leveraging state loan funds, local government contributions, developer equity and private bond financing
Section 8	A federally created program for low-income people who wish to live in privately owned housing and receive rental assistance, usually through a system of providing housing vouchers
SHIP	State Housing Initiatives Partnership: A program dedicated state and local housing trust fund for affordable housing activities throughout Florida
SOT	Street Outreach Team: A proposed collaborative model to provide comprehensive outreach to homeless individuals living on the street
VA	Veterans Administration
WorkNet	The work force board and office for Pinellas County that provides all publicly funded unemployment services, in addition to training and other job-related services
YMCA	Sarasota YMCA (Young Men’s Christian Association): The entity responsible for state-funded child welfare services in Pinellas County, including child protection, foster care and adoption



Footnotes

- ¹ Salit S.A., Kuhn E.M., Hartz A.J., Vu J.M. & Mosso A.L. (1998). Hospitalization costs associated with homelessness in New York City. *New England Journal of Medicine*, 338: 1734-1740.
- ² Diamond, P. and Schneid, S. (1991). *Lives in the Shadows: Some of the Costs and Consequences of a "Non-System" of Care*. Hogg Foundation for Mental Health, University of Texas, Austin.
- ³ Dakota County, MN. (2000). *Dakota County's FHPAP Report, 1999-2000*.
- ⁴ Marlowe, H. & Kolinski, K. (2006, Jan.). *An analysis of targeted public investment in homeless services and other related public expenditures and social costs*.

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