

Gainesville/Alachua County 10-Year Plan to End Homelessness: Primary Goals and Objectives

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PRIMARY Time Frame	PUBLIC SAFETY Expanded info pp. 2-4	HOUSING Expanded info pp. 5-10	SERVICES Expanded info pp. 11-13	HEALTH Expanded info pp. 14-15	IMPLEMENTATION Expanded info pp. 16-19	PREVENTION Expanded info pp. 20-22
SHORT TERM 2006-2007	1. Increase awareness among public safety service providers regarding homelessness in Alachua County.	1. Establish a local Homeless Housing Trust to serve as a vehicle for providing additional housing for homeless individuals and families. 2. Explore feasibility of and work to reintroduce rooming houses.	1. Increase faith-based initiatives to address homeless needs.	1. Increase access to free medical services to facilitate medical stabilization and reduce inappropriate use of emergency room services.	1. Create an Office of Homelessness. 2. Seek funding for homeless programs outlined in the 10-Year Plan. 3. Implement the Homeless Management Information System (HMIS) at the system-wide level to facilitate coordination of services. 4. Enhance public awareness regarding the plight of the homeless.	1. Provide supportive services and other assistance for individuals at risk of homelessness.
	2. Reduce unnecessary criminal justice expenditures related to homelessness.	3. Target existing tenant-based rental assistance to specific homeless populations (i.e. people with disabilities). 4. Increase the inventory of affordable housing in Alachua County via coalitions and support of mixed-use housing communities.	2. Create First Entry/One-Stop Center to ensure coordination of homeless services – PHASE ONE.			
MID-TERM 2008-2012	3. Improve Discharge Planning and housing location assistance to homeless individuals prior to discharge from services and institutions.	5. Facilitate the development of group homes for homeless people not needing intensive support services. 6. Facilitate housing stabilization once homeless people secure permanent housing and prevent at-risk individuals from losing their housing.	3. Expand First Entry/One-Stop Center to better facilitate coordination of homeless services – PHASE TWO.	2. Broaden wrap-around services and increase capacity of existing services for homeless individuals and low-income families.		2. Enhance educational, job training and employment related options for at-risk and homeless individuals and families. 3. Provide healthcare to very low-income and homeless persons to prevent medical circumstances that contribute to homelessness.
			4. Expand First Entry/One-Stop Center to include housing OR transport to and from such housing - PHASE THREE.			
LONG TERM 2013-2015						

Key: ACCHI – Alachua Co. Coalition for the Homeless & Hungry; ACHA=Alachua Co. Housing Auth.; GACOH – Gvl/Alachua Co. Office on Homelessness; SA – Substance Abuse; SMI – Serious Mental Illness

Public Safety

Goal 1: Increase awareness among public safety service providers regarding homelessness in Alachua County.

Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
SHORT TERM 2006-2007	1. Create a "Homelessness Awareness" track at SFCC Academy of Public Safety & an in-service training for veteran officers.	Santa Fe Community College; ACCHH; GACOH	In-kind	Increased awareness and knowledge of homeless issues among public safety providers		Begin Fall semester 2006-2007	Seeking and reviewing models for existing "Homelessness 101" trainings.
	2. Offer awareness training to court & criminal justice personnel, EMS, Fire Rescue, and the general public.						

Anticipated Return on Public Investment:

Finance:

Other:

Public Safety

Goal 2: Reduce unnecessary criminal justice expenditures related to homelessness.

Time Frame/Target Date	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target date:	Status:	
SHORT TERM 2006-2007	1. Review City/County ordinances that may adversely affect the homeless population.	City/County attorneys; GPD; ASO, and policy group	In-kind	Reduced # of arrests for outstanding warrants	Staff time		Cervone has been in contact w/ Gville City Attorney Marlon Radson and written to City & County requesting the respective commissions direct City & County attorneys to begin the review.	
	2. Implement a regularly scheduled warrant clearance day for minor offenses.	State Attorney, ASO, GPD, Public Defender & Court Clerk	In-kind		Staff time		Cervone has met with Judge Mary Day Coker and she will set up a meeting with affected judges to get their blessing and an idea of what they are willing to tolerate regarding amnesty.	
	3. Review amount and appropriateness of current bond schedule.	Courts	In-kind	Affordable bonds; reduction in jail days for people w/ bonds	Staff time			
	4. Create a graduated "Three-Strikes" fine policy.	Courts, State Attorney	In-kind	Affordable options/ Penalties	Staff time			
	5. Increase community service options in lieu of fines.						Cervone will meet with Cyndi Morton (Court Services) to determine next steps.	
	6. Incorporate appropriate homeless defendants into Mental Health Court or Drug Court.	Courts/Court Services	In-kind	Improved services for SMI or SA clients			Cervone will meet with Cyndi Morton (Court Services) to determine next steps.	
	7. Provide necessary public facilities.	City/County					Uncertainty as to whether this is in scope of Public Safety Committee or a City/County responsibility.	
	8. Hire social worker to assist police with non-violent MH complaints.	City/County; GPD or ASO	<\$50,000/yr	Reduction in inappropriate arrests;			Will seek models and data on costs/benefits of social worker/police partnerships in other communities.	
	9. Create inebriation recovery center for publicly intoxicated individuals.		\$150,000-\$500,000			Law Enf. grants	2010-2012	
	10. Increase number of crisis stabilization unit (CSU) & detox beds available in community.	Local Mental Health/SA providers	Mental Health:					

Anticipated Return on Public Investment: Reduction in arrests for old warrants; increased availability of community service workers (cleanups, staff assistance, surveys); improved services for individuals with disabilities;

Finance:

Other:

Public Safety

Goal 3: Improve Discharge Planning and housing location assistance to homeless individuals prior to discharge from services and institutions.						
Time Frame/Target Date	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target date:
SHORT TERM 2006-2007	1. Supply a Community Resource Guide to identified institutions for dissemination to individuals about to be released.	ACCHH, Jail, Hospitals, Mental Health/ Substance Abuse facilities	In-kind	Reduced # of people discharged into homelessness	Existing ACCHH budget for resource guides; in-kind office supply donations	
	2. Introduce principles of effective discharge planning to identified institutions; assist w/ policy development and implementation.	ACCHH; GACOH; discharge policy planning group (to be formed)	In-kind		Staff time	
	3. Identify at intake individuals needing assistance to prevent homelessness upon release.	Criminal Justice system, MH & other hospitals, foster care	In-kind		Staff time	
	4. Hire a Discharge Specialist to facilitate services for potentially homeless people in identified institutions.	County	<\$30,000		Grants; existing budgets, staff dedication	
MID TERM 2008-2012						
<p>In progress – ACCHH has supplied resource guides to the jail to date. Much, if not all, of this goal's effectiveness is hinged upon access to and availability of shelter beds and/or relevant transitional housing programs.</p> <p>Have identified national Best Practices for discharge planning from institutions. In contact w/ State Office on Homelessness re: models. Supporting State Office efforts to address discharge planning at state level (current Florida statute suggests, rather than mandates, that institutions not discharge people into homelessness.) Jail is currently tracking inmates identifying themselves as homeless upon intake.</p>						
Anticipated Return on Public Investment:						
Finance:						
Other:						

Sustainable Housing

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

Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
SHORT-TERM 2006-2007	1. Create a 501(c)3 non-profit Housing Trust, to be housed at the Alachua County Housing Authority until the Trust has staff and infrastructure to branch out on its own.	Housing Trust (HT) Committee (to be formed); ACHA;	\$500 (IRS fee); In-kind	Creation of Housing Trust	Staff time		Judge Coker has contacted and begun to recruit volunteers to establish the Trust.
	2. Recruit local attorneys to draft Housing Trust documents. Recruit professionals in banking, real estate, government, etc. to serve on the Board of Directors.	HT Committee; GACOH; Implementation Committee	In-kind			Staff time	
	3. Publicize the Housing Trust and solicit donations.	HT Committee; GACOH,	In-kind; cost of printing/advertising	Public awareness; donations	Donations; grants		
	4. Accept donations of land, housing, buildings and funds. Utilize donations to purchase property, renovate buildings, and for local match for grants.	HT Committee; ACHA; GACOH	in-kind	Increased housing options; improved leverage ratio for grant applications	Staff time		

Anticipated Return on Public Investment: No public investment costs;

Finance:

Other:

Sustainable Housing

2. Explore feasibility of and work to reintroduce rooming houses.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
SHORT TERM 2006-2007	1. Seek best practices/models for reintroduction of rooming houses into Alachua County.	GACOH	In-kind	Selection of mode(s) to be implemented	Staff time		
	2. Review City/County policies regarding rooming/boarding houses. Lobby for needed changes.	ACHA; GACOH; City/County Housing Admins	In-kind	Ordinances that facilitate access to affordable housing	Staff time		In progress - Housing Committee has met with Ralph Hilliard, Tom Saunders and Jim Hencin to research existing ordinances and determine requirements for rooming houses.
	3. Compile lists of abandoned (City/County owned) properties sufficient for rehabilitation into rooming houses.	City/County	In-kind	Increase in Trust donations; increased housing options	Staff time		
	4. Encourage local landlords and housing providers to implement rooming/boarding house programs.	ACCHH; City/County; GACOH	In-kind	Increased affordable housing options	Staff time		
	5. Encourage local organizations that assist with housing to use existing funds for rooming houses in lieu of motels.	ACCHH; GACOH;	Reallocation of existing funds	Better utilization of existing housing funds	Staff time; existing resources		
Anticipated Return on Public Investment:							
Finance:							
Other:							

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

Anticipated Return on Public Investment:

Finance:

Other:

Sustainable Housing

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

5. Facilitate the development of group homes for homeless people not needing intensive support services.

Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
MID-TERM 2008-2012	<ol style="list-style-type: none"> 1. Review City/County Ordinances regarding group homes for homeless people who do not need intensive supportive services. 2. Lobby for zoning that allows facilities with 10 beds or less to be placed anywhere in the county, excluding single-family residential areas. 3. Create a pilot project to provide up to 10 units of housing in a group home that will monitor client progress. 	<p>ACHA; GACOH; City/County Housing Admins</p> <p>ACHA; GACOH; City/County Housing; ImpCom</p> <p>City/County; TBD service provider</p>	<p>In-kind</p> <p>In-kind</p> <p>\$ TBD</p>	<p>Ordinances that facilitate access to affordable housing</p> <p>Ordinances that facilitate access to affordable housing</p> <p>Increase in affordable housing available to homeless</p>	<p>Staff time</p> <p>Staff time</p> <p>Potential grant: FL DCF Homeless Housing Assistance Grant (HHAG)</p>		<p>Proposal: Consolidate in-state with Housing Committee for affordable housing.</p> <p>House of Hope is a potential model and a potential site. HHAG is competitively ranked on area need and cost per unit of housing created. With donation of land and/or building suitable for renovation, cost per unit drops drastically and improves chances of securing funding.</p>

Anticipated Return on Public Investment:

Finance:

Other:

Sustainable Housing

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

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

Finance:
Other:

Supportive Services

1. Increase faith-based initiatives to address homeless needs.

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

Supportive Services

2. Create First Entry/One-Stop Center to ensure coordination of homeless services.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT TERM 2006 2007	1. Assist w/ obtaining State ID cards.	ACCHH; service providers	<\$10,000	Increased employment & services access	Existing resources; grants; State	
	2. Locate site for One Stop Assistance Center, or locate temporary site until such time as a permanent site is agreed upon.	City/County; ImpCom; GACOH; ACCHH; providers	In-kind	Improved access to services; better coordination of services; reduction in service duplication; easier navigation of available services; reduced downtown visibility of homelessness	Staff time	
	3. Implement a One-Stop Assistance Center, including screening, referral and service linkage. Provide access to computers and case managers to assist in search for relevant and available services and benefits, and link individuals to those services.	GACOH; ACCHH; City/County	\$TBA In-kind agency staff time		Local, State and Federal grants; City/County; private donations;	
	4. Increase access to health services via van transportation and bus tokens.	City/County	\$TBA	Reduction in inappropriate ER usages		Potentially ties in w/ Prevention goal of increasing affordable transportation options.
	5. Facilitate/coordinate access to mainstream benefits (SSI, SSDI, food stamps, TANF, etc.)	GACOH; One-Stop staff; HMIS admin		Reduction in local costs of homeless	VoA and state and federal benefit programs	Volunteers of America (VoA) currently grant-funded to assist w/ SSI, SSDI applications.
	6. Explore opportunities for supportive employment.	GACOH; ACCHH; providers	\$TBD	Increase employment opportunities	Grants	New funding in place for training programs and employment subsidies.
	7. Conduct coordinated, bi-monthly outreach at rotating sites.	GACOH; ACCHH; providers	In-kind	Increased # of homeless accessing services	Staff time	Local models in place include Breakfast on the Plaza and Veteran Stand-downs, both annual events.

Proposed plan to improve services and goal is to move to go ahead with the One-Stop Center. Homeless Admin create a separate location for One-Stop implementation

2. Create Entry/One-Stop Center to ensure coordination of homeless services (continued)	Time Frame	Action Steps:	Responsible Party:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
		8. Expand one-stop services to include medical care, child care, and other needed services as identified through customer surveys, point-in-time surveys and data collection and analysis.	GACOH; ACCHH; City/County	\$TBA In-kind agency staff time	Comprehensive array of services. Reduction in # of homeless without basic necessities			
		9. Provide skill training (i.e. medical adherence, social functioning, conflict resolution, stress management, budgeting, problem solving).	GACOH; ACCHH; providers; mentors	\$TBD				
		10. Provide one-on-one mentoring for homeless individuals on basic life issues, such as home management, relationship skills, hygiene, self-management in the workplace, dealing w/ bureaucratic systems, etc.	GACOH; ACCHH; providers; mentors	In-kind	Increased social and housing stability. Reduction in crisis situations.			
		11. Create a Homeless Services ID card that can be tied to a life improvement plan; revoked in lieu of arrest for certain offenses and reinstated by a caseworker, and used to access resources by participating landlords, merchants, and employers.	GACOH; ACCHH; GPD/ASO	GACOH; ACCHH HMIS committee	Improved accountability, reduction in arrests			
		12. Continue expansion of One-Stop services to provide emergency and/or transitional housing; or shuttle transport to/from such housing if located off-site.	GACOH; ACCHH; City/County	\$TBD	Complete Continuum of Care under one roof. Increased service usage.			
		Anticipated Return on Public Investment:						
		Finance:						
		Other:						

Health

Goal 1: Increase access to free medical services to facilitate medical stabilization and reduce inappropriate use of emergency room services.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT TERM 2006-2007	1. Develop on-site medical service centers at Alachua County and City of Gainesville Fire/EMS stations to provide urgent care for homeless individuals and other low-income citizens.	GACOH; ImpCom; City/County; Fire & EMS stations; CHD	\$81,744/yr for 10 visits a week; cost of supplies TBD	Reduction in inappropriate ER visits; maximization of existing resources	Grants; Hospital partnerships	
	1a. Fund County Health Dept. to provide urgent care to homeless referred by EMS and 24-hr triage for EMS		\$TBD	Reduction in inappropriate ER visits; maximization of existing resources		
MID TERM 2008-2012	2. Increase capacity of Helping Hands Clinic (primary care) to three times per week. To include hiring administrative staff to recruit volunteers and screen clients; funds for dental clinic supplies.	Helping Hands Clinic	\$60,000	Reduction in inappropriate ER visits; maximization of existing resources	Grants (inc. SAMHSA); Hospital partnerships	Will expand clinic to twice a week (from current 1x/wk). Site location to be determined; ultimate goal is expansion to 3x/wk.
	3. Fund County Health Department to provide primary care to 100 homeless people.	County Health Dept.	\$141,300	Improved health; reduced inappropriate ER visits		Develop triage protocol for assignment
MID TERM 2008-2012	4. Expand Gainesville Community Ministry dental/vision services.	Gainesville Community Ministry	\$35,000			
	5. Expand We Care program to service eligible low-income residents.	We Care program	\$75,000			
Anticipated Return on Public Investment:						
Finance:						
Other:						

Health

Goal 2: Broaden wrap-around services and increase capacity of existing services for homeless individuals and low-income families.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
MID-TERM 2008-2012	1. Expand Alachua County's transitional and permanent housing for homeless people with disabilities (mental illness, substance abuse disorders or physical health problems)	ACCHH; GACOH; providers	\$800,000	Reduction in number of homeless people with disabilities	Grants	Next step: prepare budget for Finance Committee to have information ready for grant proposals.
	2. Increase substance abuse treatment beds by five to serve approximately 60 individuals per year.	Meridian Behavioral Healthcare	\$320,000 See Status note	Reduction in substance abuse issues for people receiving Tx	Grants; capture of end-of-year state funding	\$320,000 (5 beds) serves 60 clients a year = \$64k/bed/year Due to staffing requirements, SA Tx beds should be increased in increments of 10 (the same # of staff are required for 1 bed or 10). Meridian currently has 15 funded beds and room for 20.
	3. Increase mental health services for approximately 300 homeless individuals.	Meridian Behavioral Healthcare	\$300,000 See Status note	Medical stabilization; reduced CSU visits	Grants; capture of end-of-year state funding	\$800,000 serves 300 clients a year = \$2667/client. Funding can be added in increments of 20, at an approximate cost of \$53,340 per caseload.
	4. Implement Mobile Medical Services Van program. 4a. Secure commitments of volunteer health professionals and graduate-level health profession students to staff van. 4b. Ensure charitable sovereign immunity for medical volunteers.	County Social Services	\$500,000	Improved health; reduced inappropriate ER visits	Grants	Option needs further exploration to determine cost effectiveness; interim objective is to expand transportation options to allow greater access to existing services.

Anticipated Return on Public Investment:

Finance:

Other:

Implementation

Goal 1: Create an Office on Homelessness						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
SHORT TERM 2006 2007	1. Hire a Homelessness Administrator to manage the Office of Homelessness; implement the 10-year plan; facilitate public awareness; coordinate with the Implementation Committee, Steering Committee, Housing Trust and other committees; search for funding; and recruit community volunteers. 2. Hire support staff and a grant writer.	City/County; ACHA	\$50,000-\$70,000/yr	Paid staff responsible for successful implementation of 10-year plan		Spring 2006
						ACHA has hired Homeless Administrator to meet goals outlined in 10-year plan. Proposal Moved, re-added to Implementation Goals (See Appendix)
Anticipated Return on Public Investment:						
Finance:						
Other:						

Implementation

Goal 2: Seek funding for homeless programs outlined in the 10-year plan.

Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:	
SHORT TERM 2006-2007	1. Collaborate with City/County grant writers to identify potential funding.	GACOH	In-kind	Increased funding for projects	Staff time		Ongoing- registered w/ eCivis and in constant communication w/ local service providers re: funding via ACCHH & elsewhere	
	2. Direct lobbying efforts to seek federal and state funds for homeless programs.	City/County	In-kind		Staff time		County has requested \$4 million each from state and federal governments.	
	3. Evaluate creative funding options such as an allocation of a portion of development funds for homeless initiatives.	GACOH; City/County; ImpCom	In-kind		Staff time			
	4. Approach Shands HealthCare and North Florida Regional Medical Center to assist with prevention and other health care programs for the homeless.	GACOH; City/County; ImpCom	In-kind		Reallocation of existing expenditures			
	5. Change governmental priorities so homeless issues receive more support, either monetarily or through staff dedication.	GACOH; ImpCom; City/County	In-kind		Staff time			

Anticipated Return on Public Investment:

Finance:

Other:

Implementation

Goal 3: Implement the Homeless Management Information System (HMIS) at the system-wide level to facilitate coordination of services.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date: Status:	
SHORT TERM 2006 2007	1. Finalize and adopt the HMIS user documents.	ACHA; HMIS Subcommittee (ACCHH); providers	In-kind	Uniform, standard guidelines for HMIS providers	Staff time		
	2. Address privacy issues related to sharing of information on HMIS.			Reduction in reluctance re: HMIS among providers	Staff time		
	3. Implement HMIS data collection for agencies receiving homeless assistance funds.	ACCHH; providers	In-kind + nominal start-up costs			Staff time	
	4. Generate statistical reports to accurately assess needs, gaps in services and program outcomes for more effective utilization of services.		In-kind	Improved analysis and reporting on current gaps		Staff time	
	5. Incorporate universal client outcome level data for short-term and longitudinal data analysis.	ACHA HMIS Administrator			Better service coordination; reduce service duplication	Staff time	
	6. Conduct client satisfaction surveys to evaluate needs and services.	ACCHH; providers	In-kind	Improved, more relevant & more effective services		Staff time	
Anticipated Return on Public Investment:							
Finance:							
Other:							

Implementation

Goal 4: Enhance public awareness regarding the plight of the homeless.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date: Status:
SHORT TERM 2006-2007	1. Create a publicity campaign to educate the public and dispel negative stereotypes of homeless individuals and families.	GACOH; ACCHH	In-kind staff costs + media costs	Greater awareness and empathy regarding homelessness	PSAs; interviews & articles;	
Anticipated Return on Public Investment:						
Finance:						
Other:						

Prevention

Goal 1: Provide supportive services and other assistance to individuals and families at risk of homelessness.							
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:	Status:
SHORT TERM 2006-2017	1. Increase current utility and rent/mortgage assistance programs.	GRU; Catholic Charities; GCM; TSA; County	\$100,000+	Savings of \$6 for every \$1 spent; reduced homelessness	Current funding; possible local funding stream; Grants		
	2. Provide counseling and support groups to address isolation, poverty, recovery, grief and abuse.	UF Counseling Dept.; AC Crisis Center; providers	\$90,000	300 counseling sessions per year			
	3. Increase availability of education regarding personal finances and debt for at-risk persons.	City/County; GACOH; ACCHH	In-kind	Reductions in # of evictions and foreclosures	Staff time		
	4. Become an abuse-prevention community, with multi-generational primary violence prevention education programs for ending physical and psychological abuse.	Peaceful Paths; DELTA Violence Prevention Task Force; GPD; County Victim Services	\$50,000/yr	Reduction in # of women and teenagers who become homeless due to abuse or violence.	Centers for Disease Control Violence Prevention grant		Grant currently in place; potential partnership w/ Child Advocacy Center for FY2007.
	5. Educate, mediate and assist landlords and tenants regarding eviction practices and win-win solutions.	City/County; Public Housing Authorities; ACCHH; volunteer attorneys	In-kind	Reduced evictions	Staff time		
	6. Educate and assist ex-offenders regarding successful return to employment, education, housing, etc.	Service providers; House of Hope; County, State	\$TBD	Reduction in # of newly released inmates who become homeless	Grants		
Anticipated Return on Public Investment:							
Finance:							
Other:							

Goal 2: Enhance educational, job training and employment-related options for at-risk and homeless individuals and families.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date: Status:
SHORT TERM 2006 2007	1. Provide job coaches to at-risk citizens.	Providers: Alachua/Bradford Regional Workforce Board GACOH	\$50,000+	Improved employment options for at-risk citizens	Grants	
	2. Promote awareness to local employers regarding flexible hours that are family-friendly and encourage child-care options.		In-kind		Staff time	Proposal: Move to become a national campaign
	3. Promote literacy programs for post-school adults and enhance after-school reading programs.	School Board of Alachua County	In-kind	Increased literacy rates; improved job opportunities	Staff time; existing resources	
MID TERM 2008 2012	4. Increase skilled apprenticeship programs.	SBAC; SFCC	In-kind	Improved job opportunities	Staff time	
	5. Increase affordable transportation options.	City, County	\$150,000+			
	6. Provide job skills training for middle and high school students.	SBAC	\$150,000+	Reduction in # of people limited to minimum wage employment.	Grants; partnerships	

Anticipated Return on Public Investment:

Finance:

Other:

Prevention

Goal 3. Provide healthcare to very low-income and homeless persons to prevent medical circumstances that contribute to homelessness.						
Time Frame	Action Steps:	Responsibility:	Expected Costs:	Expected Outcomes:	Resources:	Target Date:
MID-TERM 2008-2012	1. Contract with mental and primary health service providers, and the public health department, to provide care for very low-income citizens.	County	\$500,000+	Reduction in number of people homeless due to medical circumstances		
	2. Provide subsidized care for people at 150% of poverty level who are not eligible for CHOICES program.	County Social Services	\$500,000+		Existing CHOICES funding stream	
	3. Enroll homeless children and adults in Medicaid, KidCare, VA and social security programs.	GACHOH; providers	In-kind			
	4. Increase preventative health care options and preventative health education for at-risk citizens.	Health Dept.; providers	\$500,000+			
Anticipated Return on Public Investment:						
Finance:						
Other:						