

# L.I.F.E.

## LEE'S INVESTMENT FOR EVERYONE

### Ten Year Plan To End Homelessness In Our Community



I served my country



I lost my home



I lost my job



Mayor Humphrey and Commission Chair Judah became the newest signatories to *America's Road Home*, the 12-point agreement focused on how elected officials, government agencies, and the community should work together to end homelessness.

**Lee's Investment For Everyone**  
would not have been possible without the generous support of its funders:

City of Bonita Springs  
City of Cape Coral  
City of Fort Myers  
City of Fort Myers Beach  
City of Sanibel/Captiva  
Chico's  
Lee County Board of County Commissioners  
The Foundation for Lee County Schools, Inc.  
Unitarian Universalist Church of Fort Myers

*"Congratulations on this 'first' for your community:  
creating a financial and planning partnership and collaboration  
to invest in a results-oriented human services initiative  
that will improve the quality of life  
for everyone in the community, housed and homeless alike."*

Philip F. Mangano, Executive Director  
United States Interagency Council on Homelessness

In August 2007, Lee County released a report

**A LOOK AT HOMELESSNESS IN LEE COUNTY:  
A Study Commissioned by  
Lee County Community Human Services Council**

Submitted by Janet W. Eustis, M.S.S.A.

This report documented the cost of “chronic homelessness” compared to the cost of “supportive housing,” and chronicled the story of twelve individuals who were homeless and receiving care from various health care and social service providers in the community. **The cost of services was reported to be \$56,250 per person per year vs. the \$6,000 per person per year cost if they had been placed in supportive housing – a potential savings of \$50,000 per person per year.**

As a result of these findings and subsequent data collected on the incidences of homelessness in Lee County (by the Lee County Department of Human Services and the Lee County Homeless Coalition), the Lee County Community Human Services Council {*Human Services Council*} and other community funding sources commissioned a *Ten Year Plan to End Homelessness* initiative.

In August 2007, the Lee County Community Human Services Council elected to become the oversight authority for the *Ten Year Plan*. Upon Plan release, the Lee County Community Human Services Council will meet with stakeholder funding authorities to prioritize objectives and goals.

***L.I.F.E. Ten Year Plan***

***March 2009***

*Facilitators and Authors*

***Dr. Tina Gelpi***

*Assistant Professor,  
Department of  
Occupational Therapy and  
Community Health,  
Florida Gulf Coast University*

***Debra Lynne***

*Independent Consultant and  
Executive Director,  
Easter Seals Florida, Inc.  
Gulf Coast Region*

***This Plan is a dynamic instrument and living document. It represents recommendations that were responsive to the time frame of the initiative. The Plan should be reviewed and modified periodically, annually at minimum, to ensure it is responsive to current community needs and economic conditions.***

**L.I.F.E. TIMELINE**

**December 2007 through March 2009**

## TABLE OF CONTENTS

|  | Page(s) |
|--|---------|
| Introduction                           | 5       |
| Effects of Recession on Lee County     | 6       |
| The Road of L.I.F.E.                   | 7-10    |
| Defining Homelessness                  | 11-12   |
| Homelessness in Lee County             | 13      |
| The Cost of Homelessness in Lee County | 14      |
| Community-Based Participatory Research | 15      |
| Key Findings                           | 16-18   |
| Ten Year Plan Goals                    | 19-27   |
| Public Awareness                       | 20      |
| Housing                                | 21      |
| Health Services                        | 22      |
| Supportive Services                    | 23      |
| Education                              | 24      |
| Employment Services                    | 25      |
| Public Safety                          | 26      |
| Transportation                         | 27      |
| Plan Implementation                    | 28      |
| Resources / Bibliography               | 29      |
| Glossary of Terms                      | 30      |
| Acknowledgments                        | 31      |
| Appendix                               | 32-48   |

---

## INTRODUCTION

The time period for development of this *Ten Year Plan to End Homelessness* is unique indeed. While it was always our intention to broaden the scope from just simply responding to chronic homelessness to including prevention methods for the near homeless and/or those at risk of becoming homeless in the future, we had no idea what we were about to face as a community. Had we documented a plan in mid-2008, the original date intended, we would have had to revise it considerably. The country was about to face a significant economic recession.

At the six-month mark of the planning period, the economy took a major fall. Lee County was hard-hit. We were nearing double-digit unemployment and the highest per capita foreclosure rate in the country. In December 2008, there were 20,000 homes on the court docket for foreclosures with another 30,000 expected over the coming year. Nearly one in eight homes in Cape Coral alone was in foreclosure. Businesses were closing or downsizing their staff; commercial property was being abandoned; neighbors and friends were losing their jobs and homes. Lines at soup kitchens were doubling. Major companies were receiving federal bail-outs. Tourism was down severely affecting the economy and the real estate development bubble had burst costing thousands of job losses in the third largest employment sector in the County.

By the end of the *Ten Year Plan's* development in March 2009, Lee County had a 12% unemployment rate ([www.bls.gov/web/laummtrk.htm](http://www.bls.gov/web/laummtrk.htm)). Cape Coral-Fort Myers (Lee County) trailed only Elkhart-Goshen, Indiana in over-the-year loss of jobs with a decrease in employment of 9.5% in the one-year period of January 2008 to January 2009 ([www.bls.gov/news.release/metro.nr0.htm](http://www.bls.gov/news.release/metro.nr0.htm)).

**THE FACE OF THE HOMELESS HAD CHANGED AND WE HAD TO CHANGE WITH IT.**

## EFFECTS OF RECESSION ON LEE COUNTY

Selected headlines from the Lee County newspaper, the News-Press, are listed below to track the service, employment, housing, and funding issues impacting the community while the *Ten Year Plan to End Homelessness in Lee County* was being drafted and released to the community.

### SERVICES

Editorial: Mental health services grow; more needed - October 11, 2008

(Triage) Center helps many go from bad to work - January 20, 2009

Numbers of uninsured reach epidemic levels: Lee County doctors respond to hard times - March 23, 2009

### EMPLOYMENT

Lee County's jobless rate rises: Unemployment climbed to 12 percent - March 28, 2009

State highest rate in 16 years - March 6, 2009

U.S. jobless rate highest since 1983 - March 6, 2009

### HOUSING

Area No. 1 in foreclosures - December 11, 2008

Waiting for housing can be lengthy in SW Florida: Some stay on rolls for up to five years - February 22, 2009

Foreclosed homes dominate Lee County market: Good deals forcing down house prices - March 3, 2009

### FUNDING

State ponders cuts: Medicaid is targeted - January 7, 2009

Lee agencies swing ax: \$45 million in budget cuts on the way - February 14, 2009

Gov. Crist: Florida can expect over \$12.2 billion from stimulus - February 16, 2009

## THE ROAD OF L.I.F.E.

As indicated previously, the Lee County Community Human Services Council commissioned a *Ten Year Plan to End Homelessness* initiative, with funding provided by the **Lee County Department of Human Services, Chico's, The Foundation for Lee County Public Schools, Inc., Unitarian Universalist Church of Fort Myers,** and the **five municipalities of Lee County: Bonita Springs, Cape Coral, Fort Myers, Fort Myers Beach, and Sanibel/Captiva.** This effort was prompted in response to information provided in the report, *A Look at Homelessness in Lee County: A Study Commissioned by Lee County Community Human Services Council* which was released in August, 2007.

A request for proposals was issued in June, 2007. Dr. Tina Gelpi, an occupational therapist, and Debra Lynne, an independent consultant specializing in homelessness and capacity building, were competitively selected in September, 2007 to facilitate the development of the *Ten Year Plan to End Homelessness in Lee County.* **Florida Gulf Coast University** was selected as the lead contracting agency.

In December 2007, a Planning Team<sup>1</sup> was established including the facilitators of the *Ten Year Plan* and staff members of the Lee County Department of Human Services. The Planning Team Members launched the development of the *Ten Year Plan to End Homelessness in Lee County,* by conducting presentations across the county. Support from representatives from all five municipalities and other community stakeholders was recruited and secured.

The Planning Team determined that a name and logo (brand) should be established at the onset since the initiative had a long life and least ten years of work ahead. It needed an on-going identity instead of just referring to it as "*The Ten Year Plan.*" While the main focus of the initiative was to eradicate chronic homelessness and prevent future incidences of homelessness, it would also be benefitting the entire county in many ways: **Improving quality of life for residents and tourists; establishing and/or expanding education and employment training programs; decreasing crime and incidences of incarceration; employing cost-effective solutions,** and more. It required a brand that exemplified that this was for **EVERYONE** in Lee County and something that would be easily identifiable for the community to foster a sense of unity, inclusiveness, and commitment. Hence, **L.I.F.E.** was born, **Lee's Investment For Everyone,** and the related logo.<sup>2</sup>

*Why a plan -- because homelessness is wrong. Morally, spiritually, humanly, and we are learning economically, wrong. Your intent in your ten year Plan is to right that wrong.*

Philip Mangano  
Executive Director  
United States Interagency Council  
on Homelessness

---

<sup>1</sup> See "Contributors", Appendix 1, pages 33-36

<sup>2</sup> Name and logo Design by Nancy Eder, Tigress Entertainment, Alpharetta, GA

continued from page 7

Utilizing industry best practices<sup>3</sup>, the Planning Team sought to identify two champions for the Plan and establish a steering committee to direct the Plan's development. It was important to evidence a strong public-private partnership<sup>4</sup> and a well-balanced community demographic representation. The champions were to be two community leaders; one representing the business community and one from the public sector. They, in turn, were to assist the Planning Team with identifying 20-25 community leaders with the experience, skills, relationships, and resources to develop and coordinate special focus sub-committees.

Thanks to the **Lee County Board of County Commissioners** and our **five municipalities**, the Champions<sup>5</sup> were identified and announced, and they in turn invited community members to serve on the Steering Committee<sup>6</sup>. In addition to populating and leading the Steering Committee, the Champions would provide leadership for the Steering Committee and serve as the public spokespersons.

The Steering Committee's primary focus was to develop the Plan's main goals and objectives by establishing and populating special focus sub-committees. Steering Committee members were identified, oriented, assigned roles, and given four months to recruit their sub-committee members, gather related information, drive thought leadership, and develop goals and objectives.

Ten sub-committees were identified to address: **Capacity Building, Education, Employment, Health, Housing, Public Awareness, Public Safety, Special Populations, Supportive Services, and Transportation**. Each sub-committee had one or more chairpersons (Steering Committee members) whose responsibility was to recruit qualified members and to meet regularly over the four months and develop detailed logic models<sup>7</sup> to document recommended goals, objectives, and strategic methodology for attaining and reporting those objectives.

---

<sup>3</sup> Guide to Developing Ten Year Plans (rev. 2009), United States Interagency Council on Homelessness ([www.usich.gov](http://www.usich.gov))

<sup>4</sup> Ibid.

<sup>5</sup> See "Contributors", Appendix 1, pages 33-36

<sup>6</sup> Ibid.

<sup>7</sup> See sample Logic Model, Appendix 10, page 47

continued from page 8

Sub-committees were populated using the same methodology – a public/private partnership. In all, **more than 100 people were recruited and participated in sub-committee work over the four-month period.** The first sub-committee meeting included an orientation provided by the co-chairpersons. Facilitators led the members in SWOT<sup>8</sup> analyses, the results of which helped direct the course of the committee's work in developing goals that would capitalize on existing strengths, fill unmet needs and service gaps, utilize existing and emerging opportunities, and respond to current and/or impending threats to success.

Over the ensuing three-month period, each sub-committee met with the Facilitators to research and develop the goals and supporting logic models. Monthly progress was reported at Steering Committee meetings. Overlapping strategies and/or challenges were discussed and solutions brought back to the sub-committee level to further the progress. In late January 2009, sub-committee co-chairpersons presented the goals (in logic model form) to the Steering Committee. The Steering Committee approved the goals and submitted them to the Planning Team.

The Planning Team finalized the goals and prepared them for presentation and public comment at a community-wide **Summit** which was held at the *Unitarian Universalist Church in Fort Myers* on February 27, 2009. The purpose of the Summit was to present the year-long effort and resulting goals and objectives for **L.I.F.E.** in an open public forum.

The Summit had two back-to-back sessions to ensure that as many community members who wished to attend were able to do so and had a voice in establishing the goals that would direct the course of the Plan for the next ten years, at a minimum. An inspiring invocation was provided by Rev. Denise Terry of Sanibel Congregational United Church of Christ and led attendees into a very successful day. Remarks were made by Commissioner Bob Janes; Jim Humphrey, Mayor of Fort Myers, Karen Hawes, Director of Lee County Department of Human Services, Larry Hart and Cole Peacock, L.I.F.E. Co-Champions.

**Phil Mangano of USICH, keynote speaker,** related the Plan's development to the current economic crisis. He praised Lee County for its excellent work over the last year and for responding to the "double-trouble" the community was experiencing through the increase in unemployment and mortgage crisis and the resulting effects on potential homelessness.

---

<sup>8</sup> SWOT Analysis is a strategic planning method used to evaluate the **Strengths, Weaknesses, Opportunities,** and **Threats** involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. The technique is credited to Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies (www.wikipedia.com)

continued from page 9

Facilitators Tina Gelpi and Debra Lynne presented the recommended Plan Goals and Objectives. **The Summit was well attended with more than 200 persons participating**, including representatives from local government, the Plan's Steering Committee and sub-committees, local foundations, the media, persons who were or had been homeless, and other concerned citizens. Opportunity was provided for public comment which was all very positive. Several comments assisted in the Planning Team's refinement of Goals and Objectives in advance of documenting the Plan.

The community was pleased with the results of hundreds of people's hard work and thousands of hours of sincere dedication to the initiative and seemed eager to begin the next and most critical phase – **IMPLEMENTATION.**

It would be a mistake, however, to state that important work to combat and/or prevent homelessness was waiting for the Plan to be released. On the contrary, while the Plan was being developed, Lee County continued to provide excellent programs and services. While recommended solutions were being researched for the Plan, they were also being adopted as opportunities arose to do so. Examples include, but are not limited to the following:

- ◆ Enhanced collaboration between the public and private sectors, among service provider organizations, between transportation authorities, and within the housing community.
- ◆ Development of a county-wide rental housing market database.
- ◆ Improved release protocols for transitioning populations.
- ◆ Mapping of homeless encampments as transportation system overlays.
- ◆ Increased participation in the Lee County Homeless Coalition by community members.
- ◆ Expanded intake questions for the Annual Point in Time Census and Stand Down Events which helped to inform this Plan.
- ◆ Improved community awareness through the L.I.F.E. focus groups, the establishment of the Homeless Coalition Speakers Bureau and media coverage.
- ◆ Increased knowledge of the benefits and uses of calling 211 by individuals who are struggling and seeking referrals and resources and previously didn't know where to turn for help.

## DEFINING HOMELESSNESS

There is no true definition of homelessness, but it does help to understand commonly used and/or referred to definitions. Predominantly definitions are established by public authorities for different purposes, many of which have to do with public funding for programs and services. One such entity is *U.S. Department of Housing and Urban Development (HUD)* which provides critical funding for homeless services through the *Continuum of Care* initiative and is the most widely used definition across the country and in Lee County.

A person or family who is **homeless does not have a home** as defined by the *McKinney-Vento Homeless Assistance Act* as reauthorized in January, 2002. A person or family who is **at risk for becoming homeless** is **experiencing life circumstances that may lead to losing access to their current home**, such as losing employment income or their landlord foreclosing on their rental home or apartment.

**The definitions provided in the Stewart B. McKinney Act, McKinney-Vento Homeless Assistance Act, and by HUD are provided below.**

According to the Stewart B. McKinney Act, 42 U.S.C. § 11301, et seq. (1994), a person is considered homeless who "lacks a fixed, regular, and adequate night-time residence; and... has a primary night time residency that is:

(A) a supervised publicly or privately operated shelter designed to provide temporary living accommodations...

(B) an institution that provides a temporary residence for individuals intended to be institutionalized, or

(C) a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings." The term "homeless individual" does not include any individual imprisoned or otherwise detained pursuant to an Act of Congress or a state law." (42 U.S.C. § 11302(c); <http://www.nationalhomeless.org/publications/facts/who.html>)

Subtitle B—Education for Homeless Children and Youths of title VII of the McKinney-Vento Homeless Assistance Act (42 U.S.C 11431 et seq.) is amended to read as follows – ([http://www.serve.org/nche/downloads/mv\\_full\\_text.pdf](http://www.serve.org/nche/downloads/mv_full_text.pdf))

The term 'homeless children and youths'—

(A) means individuals who lack a fixed, regular, and adequate nighttime residence (within the meaning of section 103(a) (1)); and

(B) includes—

(i) children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in

continued from page 11

emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement;

(ii) children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings (within the meaning of section 103(a)(2)(C));

(iii) children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and

(iv) migratory children (as such term is defined in section 1309 of the Elementary and Secondary Education Act of 1965) who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in clauses (i) through (iii).

From the **United States Department of Housing and Urban Development**,  
<http://www.hud.gov/homeless/definition.cfm> (content current as of 30 August 2007) –

The United States Code contains the official federal definition of homeless. In Title 42, Chapter 119, Subchapter I, homeless is defined as:

*§11302. General definition of homeless individual*

*(a) In general*

*For purposes of this chapter, the term “homeless” or “homeless individual or homeless person” includes—*

1. an individual who lacks a fixed, regular, and adequate nighttime residence; and
2. an individual who has a primary nighttime residence that is —
  - A. a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for the mentally ill);
  - B. an institution that provides a temporary residence for individuals intended to be institutionalized; or
  - C. a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

## HOMELESSNESS IN LEE COUNTY: THE NUMBERS

In Lee County, FL, the estimated number of individuals and families who are currently homeless, chronically homeless, or at risk for becoming homeless are determined using several methods of calculation.

### POINT IN TIME (SAMPLE) COUNT<sup>9</sup>:

Designed to count a sample of homeless people living in emergency and transitional shelters or on 'the street.' The most recent *Point In Time Census* was conducted on January 23, 2009; a survey form was used and 83 volunteers canvassed the five municipalities.

**The Point in Time Count for 2009 is 931 persons** (up from 899 in 2008).

177 persons were considered to be Chronic Homeless. The U.S. Dept. of Housing and Urban Development (HUD) defines chronic homeless as "an unaccompanied homeless individual with a disabling condition who has either continuously been homeless for a year or more or has had at least 4 episodes of homelessness in the past 3 years." (Among those surveyed, 59% reported having a disabling condition.)

Among the 931 were 75 families with 79 children, representing a 115% increase in the number of families over the last year.

Veterans made up for 9.5% of those surveyed.

### ANNUALIZED COUNT:

Utilizes client intake records of Provider Agencies in the County Homeless Management Information System (HMIS) electronic database. The period of the count is one year and only persons conforming to the HUD definition of homelessness are counted.

**The Annualized Count is 3,000 persons** (as of January 23, 2009).

### PROJECTED COUNT:

Adds other economic factors and uses a broader definition of homelessness including: counts from jails, hospitals, and school districts, and also includes those at risk of becoming homeless who applied for services during that year. The data utilized was provided by the *Lee County Department of Human Services, Lee County School District, and Criminal Justice Information System, Universal Booking, Court Administrator's office, 20<sup>th</sup> judicial circuit*. As a result of the different data sources and/or methodology utilized, it should not be assumed that this represents an unduplicated sample and some duplication may exist, to what extent, we cannot be certain.

**The Projected Count is 5,200 persons** (as of January 23, 2009).

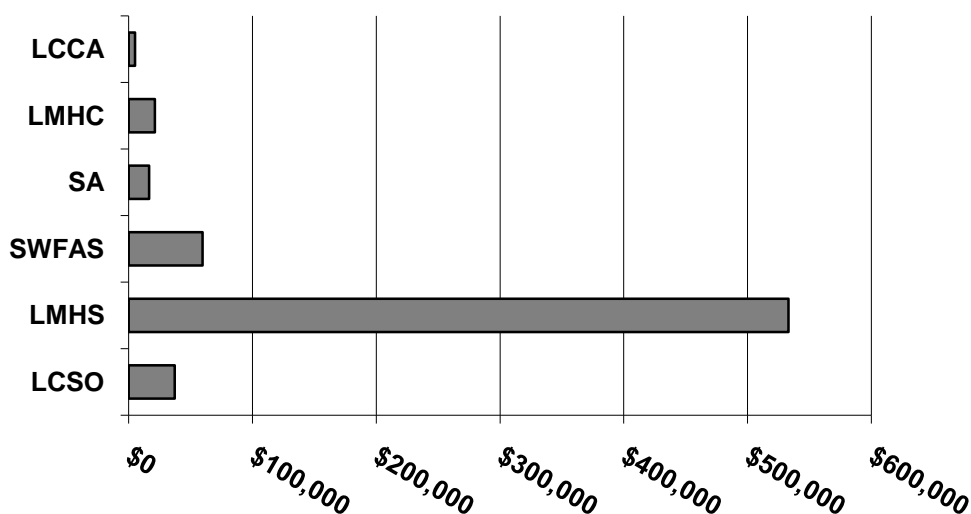
---

<sup>9</sup> Utilizing the HUD definition of homeless, pages 11 and 12

## THE COST OF HOMELESSNESS IN LEE COUNTY

Prior to initiating the development of a *Ten Year Plan to End Homelessness in Lee County*, the Lee County Community Human Services Council commissioned a study of the **cost of chronic homelessness**<sup>10</sup>. The medical and social services accessed by twelve individuals who were chronically homeless were tracked over a course of two years and the corresponding costs of the services were calculated.

**Annual Dollars Spent on Services for 12 Individuals Who were Homeless over 2 Years**



LCCA – Lee County Court Administration

SA – Salvation Army

LMHS – Lee Memorial Health Center, Inc.

LMHC – Lee Mental Health Center, Inc.

SWFAS – South West Florida Addiction Services

LCSO – Lee County Sheriff's Office

It was determined that a total of **\$1,345,476** was spent on services accessed by the twelve individuals over the two years. This converted to approximately **\$675,000** per year and an average **\$56,250** per person per year. **In comparison, the cost of local supportive housing for all twelve individuals would have been \$72,000 per year or \$6,000 per person. As a result, by employing supportive housing as a solution, the total community savings could have been as much as: \$603,000 per year.**

These findings (and other indicators of the continuing needs of individual and families who are homeless or at risk for becoming homeless in our community) prompted the Lee County Community Human Services Council to follow the lead of other communities and initiate the development of a *Ten Year Plan to End Homelessness*.

<sup>10</sup> From: *A Look at Homelessness in Lee County: A Study Commissioned by Lee County Community Human Services Council*, August 2007, by Janet W. Eustis, M.S.S.A.

## COMMUNITY-BASED PARTICIPATORY RESEARCH

Lee County employed the *Community-Based Participatory Research*<sup>11</sup> methodology to gather information from various community members to inform the development of its *Ten Year Plan* goals and objectives. This approach was chosen to maximize community involvement throughout the planning process and encourage ongoing participation of community stakeholders in implementing the Plan.

Members of the Planning Team attended relevant conferences regionally and at the state-level and reviewed best practice model information available from federal, national, state, and community-level organizations that address homelessness. These organizations include the **National Association to End Homelessness, National Coalition for the Homeless, United States Interagency Council on Homelessness, Lee County Department of Human Services, and United Way of Lee County**. Existing Ten Year Plans were also reviewed. Of particular note is the information obtained from the **Miami Coalition for the Homeless**; the Ten Year Plans of **Denver, Colorado; Pinellas County, Florida; Gainesville/Alachua County, Florida; and Hartford, Connecticut**.

**Florida Gulf Coast University students**, under the direction of Dr. Gelpi, reviewed research literature, conducted one-on-one interviews with adults who were homeless, and outlined goals and strategies specific to sub-populations, such as youth aging out of foster care and ex-offenders reentering the community, from existing Ten Year Plans<sup>12</sup>. The Facilitators toured the Lee County jail and interacted with inmates to inquire about their anticipated needs upon reentering the community.

A demographic survey and a focus group instrument were developed and the Plan's Facilitators conducted focus groups throughout the County<sup>13</sup>. Additionally, county-wide data collection initiatives, including two annual Homeless Stand Downs<sup>14</sup> and two annual Point In Time Censuses<sup>15</sup> were completed and the data has been compared. The Plan's Facilitators attended and presented at monthly meetings of the **Lee County Homeless Coalition, Lee County Community Human Services Council**, and other city-level or county-wide events.

---

<sup>11</sup> Community-based participatory research is a "collaborative approach to research that equitably involves all partners in the research process and recognizes the unique strengths that each brings. CBPR begins with a research topic of importance to the community, has the aim of combining knowledge with action and achieving social change to improve...outcomes and eliminate disparities." *WK Kellogg Foundation Community Health Scholars Program*, <http://depts.washington.edu/ccph/commbas.html>.  
<sup>12</sup> "

<sup>13</sup> See "Focus Groups", page 16

<sup>14</sup> See Appendix 3, page 38

<sup>15</sup> See Appendix 4, page 39

## KEY FINDINGS

### FOCUS GROUPS

For the purpose of gathering information directly from community members to guide the development of LIFE, focus groups were conducted with various community groups, such as representatives of faith-based organizations, hospital administrators and staff, service organizations, and for-profit company employees. Focus groups took place in all five municipalities. The questions addressed the participants' perceptions of persons who are homeless, potential causes of homelessness, and possible solutions for ending homelessness in Lee County.

Initial focus groups involved staff members of *Easter Seals Florida*, members of the *Lee County Community Human Services Council* and *Lee County Homeless Coalition*, and Lee County Department of Human Services staff. **Twenty-three focus groups involving 208 participants were held during the months of October 2008 through January 2009. Thirty-one different Lee County zip codes were represented by the 140 female and 68 male respondents.** Sixteen participants were under 30 years of age, twenty-seven were ages 31-45, forty-six were ages 46-55, fifty-seven were ages 56-65, and sixty-one were over 65.

Predominant themes resulting from the focus groups to inform the development of the *Ten Year Plan to End Homelessness in Lee County* include the following:

- Increase communication among service providers; many do not know what is available to whom, where, and how to access.
- Increase information to the community-at-large; where do they send someone they know is struggling? How can they help; what should they do if they experience a friend, colleague and/or neighbor struggling?
- Communicate at-large the warning signs of potential homelessness.
- What is the point of entry? How shall it be handled? Should there be multiple points but all know equally how to move someone through all the resources? Shall there be at minimum one entry point in each municipality?
- Make use of the abandoned properties to help the homeless (residential and commercial).
- Increase public awareness and involvement; individuals and organizations state that they will be more likely to respond to requests for volunteerism, financial support, and other means if they are presented with clearly articulated requests.
- Homelessness is hard to define but one clear, concise, and consistent definition, should be utilized so there is common understanding.
- There are things that we can do simply, reasonably, quickly that need not wait for a big plan; by small, one person solutions, community groups, etc.
- Use schools and other community-based organizations to serve the entire community; schools particularly are underutilized.

## KEY FINDINGS

### INTERVIEWS WITH HOMELESS INDIVIDUALS

Under the mentorship of Dr. Tina Gelpi, four graduate students in the occupational therapy program at Florida Gulf Coast University conducted a qualitative research study in 2008 to determine the everyday issues and needs of adults who are homeless in Lee County and the impact of homelessness on each person's life.

#### GETTING TO KNOW THE PERSON BEHIND THE HOMELESS STIGMA:

From June to October, 2008, a total of 16 adults who were homeless were interviewed. Upon initial analysis, it was determined that males were more predominant than females in the study's participants. The resulting sample included a group of six males who were living on the streets and six males who were living in a shelter.

*"Well, you're homeless, you're helpless, you're hell-bound...And just 'cause I'm homeless doesn't mean I'm a bum and I don't care about nothing." - Pedro\**

#### A GLIMPSE OF WHO WAS INTERVIEWED:

Melvin\* relocated to Lee County due to hurricane Katrina.

Frank\* was a successful chef who lost his job due to the economy.

Bubba\* was a professional baseball player who lost everything due to poor decision making.

Jose\* was "working" all the time just to meet his basic life needs.

Eddie\* was a family man who became unemployed and lost touch with his family.

Burt\* "lived life in the fast lane" and lost it all due to dominating habits, such as substance abuse.

*\*All names have been changed due to confidentiality.*

#### TWO MAIN THEMES EMERGED FROM THE INTERVIEWS:

- 1) Surviving the Elements - Includes the physical environment, economy, geographical location, safety concerns, and limited or interrupted sleep.
- 2) Deconstruction of Roles - Includes the loss of relationships, employment, occupational identity - "sense of who one is and wishes to become" (Kielhofner, 2008), leisure opportunities, and being a role model. Roles are "a set of behaviors expected by society, shaped by culture, and may be further conceptualized and defined by the client" (American Occupational Therapy Association, 2008), e.g., father or financial provider.

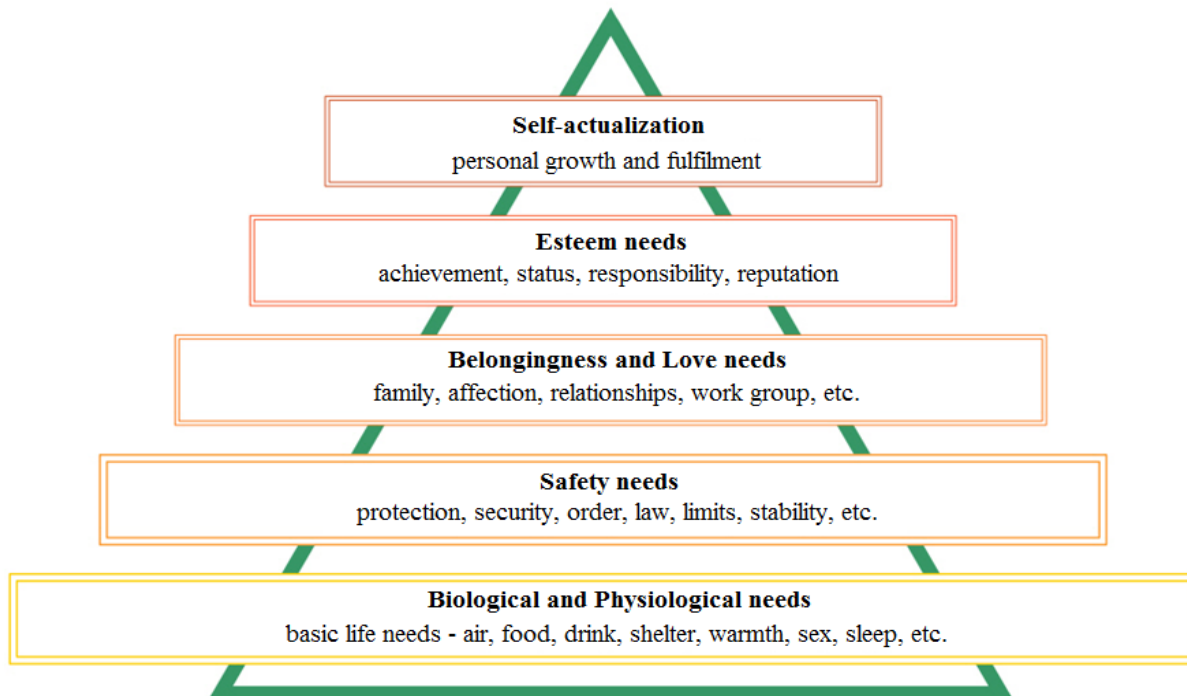
continued from page 17

## ADDITIONAL ISSUES INDICATED BY THE ADULTS WHO WERE INTERVIEWED

Health conditions and motivation of both groups (those living on the streets and those living in a shelter) - Each individual addressed compromised health conditions and motivation as affecting their capacity to perform everyday activities.

These everyday issues and needs as expressed by the men who were interviewed and were homeless in Lee County are consistent with the lowest level of *Maslow's Hierarchy of Needs*. Air, food, drink, shelter, warmth, sex, and sleep are included in the Biological and Physiological Needs level (Chapman, 2001). Being able to access resources for meeting these basic life needs on a daily basis is a challenge for persons who are homeless. Advancing to a higher level of needs, such as safety, belongingness and love, and esteem may seem ever more out of reach without support from the community for a lifestyle change.

### Maslow's Hierarchy of Needs



© Alan Chapman 2001-2007, based on Maslow's Hierarchy of Needs

## TEN YEAR PLAN GOALS



For every GOAL, there are subsidiary OBJECTIVES. Each is associated with a detailed logic model consisting of:

- ✓ Strategy/ies
- ✓ Responsible Party/ies
- ✓ Estimated Expense/s
- ✓ Other Resource/s Needed
- ✓ Time Frame/s and Target Date/s
- ✓ Desired Outcome/s
- ✓ Measurement Protocol/s

The logic models serve as the strategic plan. A sample Logic Model can be found in the Appendix.

Nine of the ten sub-committees submitted logic models (the logic models are not included in this Plan). The Capacity Building sub-committee's work will be conducted after the release of the Plan utilizing the nine logic models.



**Inform and educate the public about homelessness, including causes and prevention and intervention strategies to help decrease incidences of homelessness through increased community engagement and involvement.**

**Increase housing availability through community collaborations to meet current and emerging needs.**

**Expand wrap-around community-based services to enhance the continuum of care.**

**Improve access to and expand community health care services.**

**Enhance community education systems to reduce barriers to employment and self-sufficiency.**

**Expand employment opportunities to meet community and workforce needs.**

**Develop and/or expand public safety, diversion, and release programs.**

**Reduce transportation barriers to accessing housing, employment, health, and social services.**

## PUBLIC AWARENESS

### **The Problem:**

*Insufficient public awareness of homelessness results in limited community engagement and involvement in addressing and preventing homelessness for individuals and families. Biases and stereotypes about homelessness and homeless individuals are due to lack of an informed populous. The public, in general, does not understand the cost-effectiveness of homeless solutions and prevention programs. Individuals are not aware of the early signs of potential homelessness and those at-risk often find themselves too deep in the circumstances to effectively avert homelessness timely and effectively.*

### **The Plan Goal:**

**Inform and educate the public about homelessness, including causes of and strategies for prevention and recovery, to increase community engagement and involvement in decreasing incidences of homelessness.**

### **OBJECTIVES**

- 1. Create and launch a public awareness campaign; include utilization and reporting of key metrics.*
- 2. Increase the involvement of front-line public service workers to expand neighborhood outreach efforts and communication of available resources.*
- 3. Increase awareness of elder abuse and exploitation.*
- 4. Expand Lee County Homeless Coalition's advocacy at the local, state, and federal levels to the benefit of all vulnerable populations.*

## HOUSING

### **The Problem:**

*Housing options, including emergency, transitional, supportive, and low-income, are insufficient. There are a limited number of emergency shelter beds for homeless single men. There are long waiting lists of people seeking Section 8 vouchers and affordable housing solutions. Landlords are abandoning property and renters are being compromised. Foreclosures continue to rise. NIMBY<sup>16</sup> continues to negatively impact potential relocation of homeless persons.*

### **The Plan Goal:**

**Increase housing availability through community collaborations to meet current and emerging needs.**

### **OBJECTIVES**

1. *Establish a collaborative and coordinated system of identifying, collecting, and communicating community-based resources for housing solutions.*
2. *Seek additional low-income housing opportunities through private, local, state, and federal resources.*
3. *Establish halfway houses, group homes, and transitional and supportive housing units.*
4. *Establish a timely and effective release protocol for meeting the transitional and/or permanent housing needs of special populations to avoid incidences of homelessness and to facilitate effective re-entry to the community.*
5. *Research the feasibility of developing emergency shelter for young adults.*
6. *Increase shelter units for victims of domestic violence and human trafficking.*
7. *Increase emergency shelter beds and develop initiatives to prevent homelessness.*
8. *Utilize a "Housing First" methodology, as appropriate.*

---

<sup>16</sup> NIMBY – “NIMBY is an acronym for **Not In My Back Yard**. The term is used to describe a new development's opposition by residents in its vicinity. The new project being opposed is generally considered a benefit for many but has negative side-effects on its close surroundings. As a result, residents nearby the immediate location would consider it undesirable and would generally prefer the building to be "elsewhere" ([www.wikipedia.com](http://www.wikipedia.com)).

## HEALTH SERVICES

### **The Problem:**

*There is insufficient access to and provision of health services to meet the needs of the current homeless and the near homeless children and adults. These circumstances have led to either lack of healthcare services or the costly utilization of emergency facilities for non-emergent care.*

### **The Plan Goal:**

**Improve access to and expand community health care services.**

### **OBJECTIVES**

- 1. Promote the provision of pro-bono "fair share" services.*
- 2. Increase health services outreach efforts.*
- 3. Increase placements in Assisted Living Facilities, Skilled Nursing Facilities, and medical respite beds for persons with medical needs,*
- 4. Increase the capacity of existing medical, dental, and mental health care sites and services.*
- 5. Increase detoxification and mental health services and beds to meet current and emerging needs.*

## SUPPORTIVE SERVICES

### **The Problem:**

*Predominantly, a coordinated system of supportive services and programs is lacking, hence, individuals and families accessing services must do so through multiple points of access and entry. This leads to service gaps, redundant service provision, and unmet needs.*

### **The Plan Goal:**

**Expand wrap-around community-based services to enhance the continuum of care.**

### **OBJECTIVES**

- 1. Prevent and/or respond to homelessness by engaging the broader community through a coordinated system of care.*
- 2. Ensure that adequate and alternative child care and support services are provided.*
- 3. Research the feasibility of integrated service delivery systems.*
- 4. Improve service coordination between local, state, and federal veterans' services providers.*
- 5. Increase service providers' participation in data collection through the Homeless Management Information System.*
- 6. Improve the coordination of and access to public benefits for those that qualify.*
- 7. Increase the capacity of models that allow senior citizens to age in their homes.*
- 8. Develop supportive, wrap-around programs and services to assist the most vulnerable to make successful transitions to independence and self-sufficiency.*
- 9. More effectively involve and collaborate with service clubs, faith-based organizations, home-owner associations, etc.*
- 10. Increase the numbers of volunteer public guardians.*

## EDUCATION

### **The Problem:**

*Lacking the education appropriate for the available job market interferes with obtaining or maintaining employment with wages that support self-sufficiency. There needs to be an improved system of interconnectedness between the employment sector (and its needs/career opportunities) and education/training programs. Employers must participate in the development of education solutions to meet workplace demands.*

### **The Plan:**

**Enhance community education systems and outcomes to reduce barriers to employment and self-sufficiency.**

### **OBJECTIVES**

- 1. Expand community partnerships among the business and education communities to serve the current and emerging needs of all learners.*
- 2. Increase education, training, and vocational experiences for individuals to improve employability and self-sufficiency.*
- 3. Facilitate community partnerships to identify and secure funding for expanding education and training programs that lead to employment.*
- 4. Engage the business community to provide on-the-job-training, internships, and mentoring programs leading to employment.*
- 5. Ensure that literacy programs are made accessible and relevant to children, adults, and families.*
- 6. Expand low literacy and English as a Second Language programs for youth and adults within the environment of the learner.*

## EMPLOYMENT SERVICES

### **The Problem:**

*Employment opportunities paying a self-sustaining wage are lacking in our community. Underemployment continues to be a problem. Employment opportunities are lacking in fields for which the undereducated typically will qualify (e. g., day labor, retail, etc.) Employment opportunities abound in certain sectors (e.g., health services) wherein there is a lack of qualified candidates to fill those openings. The gap between employment opportunities and the transitioning labor force must be bridged.*

### **The Plan Goal:**

**Expand employment opportunities to meet community and workforce needs.**

### **OBJECTIVES**

- 1. Improve employment opportunities and outcomes for individuals transitioning to independence.*
- 2. Expand full-time, part-time, and short-term employment opportunities to meet immediate self-sustaining wage-earning needs, and increase the number of supportive employment programs.*
- 3. Improve communication and resources to help people find and maintain gainful employment.*

## PUBLIC SAFETY

### **The Problem:**

*Expanded or additional public safety resources, including jail diversion and community reentry pathways, are needed to meet community needs. The County has made measurable progress reducing recidivism and related costs due to homelessness, which should be expanded in order to increase the responsiveness to current and future community needs.*

### **The Plan Goal:**

**Develop and/or expand public safety, diversion, and release programs.**

### OBJECTIVES

- 1. Expand the Lee County Triage Center to a 24/7 365 days/year operation, including expansion of the Low Demand Shelter.*
- 2. Increase public safety workers' specialized training to include knowledge of behavioral health issues and community-based resources, including diversion programs.*
- 3. Increase public safety workers' participation in the annual census, community outreach, and education.*
- 4. Improve discharge planning and case management (including personal identification protocol) prior to release from jail or prison.*
- 5. Increase the capacity of mental health and drug courts.*

## TRANSPORTATION

### **The Problem:**

*There is limited availability of transportation options which hinders access to community-based services and resources. There is a need to develop alternative transportation solutions to reduce the barriers of access to services and to decrease the costs associated with the unnecessary utilization of emergency and public safety transportation vehicles for non-emergent needs.*

### **The Plan Goal:**

**Reduce transportation barriers to accessing housing, employment, health, and social services.**

### **OBJECTIVES**

- 1. Incorporate transportation solutions into housing and supportive programs and services.*
- 2. Improve coordination, cooperation, and communication between transportation agencies and the service provider community.*
- 3. Increase and communicate alternative non-emergency transportation options.*
- 4. As a long term strategy, improve transportation options in Lee County to facilitate independence and self-sufficiency.*

## PLAN IMPLEMENTATION

This *Ten Year Plan* shall be released into the hands of the *Lee County Community Human Services Council* accompanied by the detailed Logic Models on or about May 1, 2009. A sub-committee of the Council has been designated to oversee the Plan and its implementation.

To be successful, the Plan should be viewed as a living document and revised periodically, as necessary, to ensure that over the ten-year period the Plan is responsive to the evolving needs of the community and changes in the economic climate. It will require increased community collaboration, public awareness, and involvement of individual citizens, the non-profit community, local funding authorities, faith-based organizations, and the public and private sectors of Lee County, Florida in order to reach its fullest potential.

The *Lee County Community Human Services Council* will meet with the Capacity Building Committee Co-Chairs to establish priorities immediately upon release of the Plan.

As mentioned previously in this Plan, Lee County has not waited for the Plan's release in order to begin taking action to combat and prevent future homelessness. Positive progress is being made daily. Together with the energy and enthusiasm that hundreds of community members have already invested in this initiative, the continued collaboration of key community stakeholders, involvement of increasing numbers of community members, and the influx of millions of dollars of economic recovery stimulus funding, Lee County will begin to see even more measurable results in eradicating and preventing future incidences of homelessness. Lee County possesses the necessary ingredients for ongoing success.

#####

## RESOURCES/BIBLIOGRAPHY

American Occupational Therapy Association. (2008). Occupational therapy practice framework: Domain and process (2nd ed.). *American Journal of Occupational Therapy*, 62, 625–683.

Chapman, A. (2001). *Abraham Maslow's hierarchy of needs motivational model*. Retrieved November 17, 2008, from Maslow's hierarchy of needs.

Web site: <http://www.businessballs.com/maslow.htm>

*Denver's road home: Ending homelessness, restoring hope. (Ten year plan to end homelessness).*

Website: <http://www.denversroadhome.org/>

Kielhofner, G. (2008). *Model of human occupation: Theory and application* (4th ed.). Baltimore: Lippincott, Williams, & Wilkins.

National Alliance to End Homelessness. Web site: <http://www.naeh.org>

National Coalition for the Homeless. (2008). *McKinney-Vento Act*. Retrieved November 17, 2008, from National Coalition for the Homeless.

Web site: <http://www.nationalhomeless.org/publications/facts/McKinney.pdf>

Coalition for the Homeless, New York, NY. *Annual report 2007-2008*.

Web site: <http://www.cfthomeless.org>

*Hartford's plan to end chronic homelessness by 2015.*

Web site: [http://www.hartfordinfo.org/issues/wsd/homelessness/Htfd\\_End\\_Homelessness.pdf](http://www.hartfordinfo.org/issues/wsd/homelessness/Htfd_End_Homelessness.pdf)

*Opening doors of opportunity: A ten year plan to end homelessness in Pinellas County.*

Web site: <http://www.pinellashomeless.org/homelessness-in-pinellas/ten-year-plan.html>

*Project G.R.A.C.E.: City of Gainesville/Alachua County, Ten year plan to end homelessness.*

Web site: <http://www.ich.gov/slocal/plans/gainesville-alachuacounty.pdf>

The Children's Aid Society. *Community schools*. National Training Center.

Web site: <http://www.childrensaidsociety.org/communityschools/starting>

The Children's Aid Society: *Building a community school* (3rd ed.). Joy Dryfoos.

United States Interagency Council on Homelessness.

Web site: <http://www.usich.gov>

## GLOSSARY OF TERMS

### **CONTINUUM OF CARE (HUD Definition)**

A Continuum of Care Plan is a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. (Lee County receives funding under HUD's Continuum of Care competitive grant funding initiative.)

### **EMERGENCY SHELTER**

Any facility with overnight sleeping accommodations, the primary purpose of which is to provide temporary shelter for the homeless in general or for specific populations of homeless persons. The length of stay can range from one night up to as much as three months.

### **PERMANENT SUPPORTIVE HOUSING**

Long-term community-based housing and supportive services for homeless persons with disabilities. The intent of this type of supportive housing is to enable this special needs population to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or provided by other public or private service agencies. There is no definite length of stay.

### **PERMANENT HOUSING**

Housing which is intended to be the tenant's home for as long as they choose. In the supportive housing model, services are available to the tenant, but accepting services cannot be required of tenants or in any way impact their tenancy. Tenants of permanent housing sign legal lease documents.

### **POINT IN TIME CENSUS**

Since 2003, the U.S. Department of Housing and Urban Development (HUD) has required applicants for federal homeless assistance grants to report the number of people who are homeless in their communities at a particular time. HUD requires that communities conduct a point-in-time count during the last week of January. Collecting reliable baseline data is essential to understanding the causes of homelessness and designing effective interventions to help homeless people rebuild their lives.

### **STAND DOWN**

The original *Stand Down For Homeless Veterans* was modeled after the *Stand Down* concept used during the Vietnam War to provide a safe retreat for units returning from combat operations. At secure base camp areas, troops were able to take care of personal hygiene, get clean uniforms, enjoy warm meals, receive medical and dental care, mail and receive letters, and enjoy the camaraderie of friends in a safe environment. Lee County expanded the concept to include "all homeless individuals" and utilizes the event for data collection through an intake interview that attendees participate in prior to obtaining services, resources and referrals, clothing, food and more.

### **TRANSITIONAL HOUSING, (HUD Definition)**

HUD defines transitional housing as a project that is designed to provide housing and appropriate support services to homeless persons to facilitate movement to independent living within 24 months.

## ACKNOWLEDGMENTS

*L.I.F.E.'s Ten Year Plan* represents the contributions of more than three hundred community members from the public and private sectors. Contributors included Mayors, Council Members, Commissioners, company CEO's, non-profit executives and board members, public safety officers, concerned citizens, and homeless persons. The Authors are not able to recognize every single person's contribution, but take this opportunity to state that this Plan would not have been able to be constructed without each person's valuable contribution. Most importantly, this initiative would not have been possible without the Funders who financed L.I.F.E. and enabled Lee County to become the first County in the Country to have all of its municipalities participating.

L.I.F.E. would not have been possible without the insight of **Lee County's Community Human Service Council** and **Commissioner Bob Janes, ex-officio, Lee County Department of Human Services**, and the support of the funding entities.

Thanks to Co-Champions **Larry Hart** and **Cole Peacock** who devoted six months to L.I.F.E. They expertly assembled public and private community leaders to serve as Steering Committee Members, lent their time and talent to drive the initiative forward, and served as media spokespersons.

The **Steering Committee** members provided insightful leadership in forming, populating, and chairing the ten **sub-committees** which met for four months in research and development of the Plan's goals and objectives. It was the work of the sub-committee members to analyze the community's strengths, weaknesses, opportunities, and threats to the *Ten Year Plan* and draft the Plan's goals and objectives and the accompanying logic models which shall drive the objectives forward through detailed strategies.

A special thanks to the more than **200 community members** who participated in focus groups and one-on-one interviews, partnered in this important initiative, and helped the facilitators to see, experience, and understand homelessness through their eyes and experiences. Special mention of thanks to **David Plazas** and the **News-Press Editorial Board** and to **Dr. Wilson Bradshaw, President, Florida Gulf Coast University** for availing so many University resources.

Being the 300<sup>th</sup> jurisdiction in the Country to commit to the development of a *Ten Year Plan to End Homelessness* provided the distinct opportunity to learn from the cities, counties, and states that preceded L.I.F.E. and therefore provided an opportunity to include documented best practices and positive solutions. We thank them for making their Plans public and for paving the way for Lee County's success. Of particular note is **Bill Farley of Hartford, CT** who served as an excellent resource by setting us on a positive path and members of teams that created and/or have managed the Plans for **Gainesville/Alachua County, FL; Pinellas, FL; Denver, CO; Miami, FL; Broward County, FL**, to name a few.

On the national level, **Mr. Philip Mangano, Executive Director of the United States Interagency Council on Homelessness (USICH)**, was a great resource by helping to launch the initiative and keynoting our Summit held in February 2009. We also extend thanks to **Mr. Michael German, USICH**. On-going thanks to the **U.S. Department of Housing and Urban Development** for its support of homeless initiatives in Lee County.

## APPENDIX

|  | Page(s) |
|--|---------|
| 1 Contributors                               | 33-36   |
| 2 Lee County Homeless Coalition              | 37      |
| 3 Stand Down Comparison 2007 – 2008          | 38      |
| 4 Homeless Census Comparison 2008 – 2009     | 39      |
| 5 Services Requested on Homeless Census 2009 | 40      |
| 6 Employment Status 2006 – 2008              | 41      |
| 7 Intake Snapshots 2006 – 2008               | 42      |
| 8 Home Foreclosures 2006 – 2008              | 43      |
| 9 Housing Inventory Graphs                   | 44-46   |
| 10 Logic Model Template                      | 47      |
| 11 Funding and Capacity Building Resources   | 48      |

## APPENDIX 1: CONTRIBUTORS

### L.I.F.E. PLANNING TEAM

Facilitators Tina Gelpi and Debra Lynne with  
Lee County Department of Human Services  
Karen Hawes, Director  
Ann Arnall, Deputy Director  
Janet Bartos, Coordinator, Lee County Homeless Coalition  
Julie Boudreaux, Neighborhood Building Program Manager  
Richard Faris, Senior Planner  
Deanna Gilkerson, Contract Coordinator  
Eric Pateidl, System Administrator  
Dawn Whelan, Contract Specialist

---

### LEE COUNTY COMMUNITY HUMAN SERVICES COUNCIL

Dale Adler  
Charles Barnes, Lieutenant, Lee County Sheriff's Department  
Jeremy Barras, Rabbi, Temple Beth El  
Phyllis Brewer, League of Women Voters and Unitarian Universalist Church of Fort Myers  
Richard Callanan, Administrator, 20<sup>th</sup> Judicial Circuit  
Bart Connelly, Deputy Chief, Cape Coral Police Department  
Michael Cuscaden, City of Sanibel, Community Housing Resources  
Anne Dalton, Esq.  
Alberto Del Valle  
Derrick Donnell, Councilmember, City of Cape Coral  
Richard Ferreira, Councilmember, City of Bonita Springs  
Lloyd Fish  
Tina Gelpi, Assistant Professor, Florida Gulf Coast University  
Dena Geraghty  
Larry Kiker, Mayor, Town of Fort Myers Beach  
James Mulligan, Lieutenant, Fort Myers Police Department  
Steven Personette, Embarq  
Maria Priggen  
James Reilly, Jr.  
Teresa Riska-Hall, The Foundation for Lee County Public Schools, Inc.  
Cliff Smith, The United Way off Lee, Hendry and Glades Counties  
Johnny Streets, Councilmember, City of Fort Myers  
Jackie Turner, School District of Lee County

## L.I.F.E. CHAMPIONS

Larry Hart, Lee County Tax Collector  
Cole Peacock, Director of Corporate and Governmental Relations, Chico's FAS, Inc.

---

## L.I.F.E. STEERING COMMITTEE

Jo Anna Bradshaw, Florida Gulf Coast University  
Phyllis Brewer, Unitarian Universalist Church of Fort Myers  
Gary Bryant, GoodWheels, Inc.  
Joseph Catti, FineMark National Bank & Trust  
Harriet "Cookie" Coleman, Florida Department of Children and Families  
Julia East, Southwest Florida Community Foundation, Inc.  
Meg Geltner, The Salvation Army of Lee County  
Richard Hellenbrand, Encore Realty Services  
Jim Humphrey, Mayor, City of Fort Myers  
Sally Jackson, Lee Memorial Health System  
Bob Janes, Commissioner, District 1, Board of County Commissioners  
Carla Johnston, Councilmember, City of Sanibel  
Nick Kellen  
Ken Leach, Sergeant, Fort Myers Police Department  
Patricia Leonard, Lutheran Services  
Kevin Lewis, Southwest Florida Addiction Services  
Steve Myers, LeeTran  
Heidi Ruster, American Red Cross of Lee County  
Kathy Sager, Chairperson, Lee County Homeless Coalition  
Beth Sanger, Cape Coral Community Foundation  
Gene Sims, Captain, Lee County Sheriff's Office  
Cliff Smith, United Way of Lee, Hendry and Glades Counties  
Jennifer Spencer, Lee Mental Health  
Michael Titmuss, Chief, City of Fort Myers, Code Enforcement  
Jim Wall, Southwest Florida Workforce Development Board  
Deborah Webb, Pace Center for Girls, Inc.  
Stephanie Webb, Salvation Army Board of Directors

## L.I.F.E. SUB-COMMITTEES

### *CAPACITY BUILDING*

**Julia East, Beth Sanger and Cliff Smith, chairpersons**

### *EDUCATION*

**Joanna Bradshaw, chairperson**

Meagan Bailey, Timothy Goodman, Marcia Greene, Elizabeth Kinne, Brian Moore, Deborah Reardon, David Shaw

### *EMPLOYMENT SERVICES*

**Meg Geltner and Jim Wall, chairpersons**

Jay Arend, Wava Brickmann, Rick Diamond, Ray Muraida, Myrna Molinari, Kristi Moore-Burge, Diane Murphy, Steve Personette, Beverly Ryschkow, Kimberly Short, Bill Welch

### *HEALTH SERVICES*

**Sally Jackson, Kevin Lewis and Jennifer Spencer, chairpersons**

Rosemary Boisvert, Dr. Judith Hartner, Christine Nesheim, Patti Rigby, Lisa Sgarlata, Dr. James Taylor

### *HOUSING*

**Joseph Catti and Mayor Jim Humphrey, Chairpersons**

Robert Arnall, Allan Bratton, Marion Briggs, Sherri Campanale, Anthony Cupaiuolo, Joan Cupaiuolo, Keisha Cyriano, Justin Drake, Rick Evanchyk, Karen Hawes, David Lucas, Marsha Popkey, Sharon Rozier, Fred Schilffarth, H. Neal Scott, Carol Stanley, Dawn Whelan

### *PUBLIC AWARENESS*

**Richard Hellenbrand, Nick Kellen, chairpersons**

Janet Bartos, Rosemary Boisvert, Greg Gardner

### *PUBLIC SAFETY*

**Sgt. Ken Leach and Capt. Gene Sims, chairpersons**

Kaylynn Berrios, Allan Bratton, Rosemary Boisvert, Dina Cox, Scott Hall, Gene Irvine, Gretchen Lorenzo, Daleen O'Dell, Ray Nicholson, Eric Pateidl, Belinda Smith, Paul Smith, Stefanie Thomas

### *SPECIAL POPULATIONS*

**Patricia Leonard and Deborah Webb, chairpersons**

Dale Adler, Sherry Allen, Julie Boudreaux, Roger Bradley, Molly Bundy, Sue Clarke, Julia Corbin, Tom Desio, Janet Evans, Sally Fontaine, Carol Helton, Colleen Henderson, Julie Kuhns, Margaret Lamarca, Christina Leddin, Mary Lewis, Sherry Magness, Pastor Ruty May, Rick Merillat, J.P. Mojica, Mary Ellen Murphy, Bill Naylor, Alex Olivares, Pastor Robert Selle, Roxanne Smith, Virginia Stacy, Robert Steinhauer, Terry Streets, Sherry Wenzel

### *SUPPORTIVE SERVICES*

**Phyllis Brewer and Heidi Ruster, Chairpersons**

Al Brislain, Sally Duff, Madeline Ebelini, Paul Fahnestock, Allison Farnum, Kelly Guelcher, Harvey Heckes, Jeff Hicks-Bridge, Kim Hustad, Eddie Lake, Kristi Moore-Burge, Tina Parsons, Mary Alice Pierce, Fred Schilffarth, Michael Stirrup

### *TRANSPORTATION*

**Gary Bryant and Steve Myers, chairpersons**

Glee Duff, Tom Feurig, David Hutchinson, Carmen Monroy, Kitty Sayer

***CITIZENS OF LEE COUNTY***  
***THANK YOU FOR YOUR***  
***THOUGHTFUL PARTICIPATION***

## APPENDIX 2: LEE COUNTY HOMELESS COALITION

The Lee County Homeless Coalition {Coalition} was reorganized in October 2004 under the umbrella of the Lee County Department of Human Services. It will formalize as an independent 501(c)(3) non-profit organization in July 2009. Since reforming, the Coalition has established a governing board and documented its long-range vision, mission statement and by-laws.

**VISION STATEMENT:** To end homelessness in Lee County.

**MISSION STATEMENT:** To advocate, educate, and promote awareness of issues and obstacles facing homeless individuals in Lee County through community collaboration and planning.

The Coalition is made up of more than 75 community and faith based service providers, local businesses, people who are currently experiencing or who have experienced homelessness, and other advocates committed to ending homelessness. Meetings are held monthly on the third Thursday of the month. There are currently four Task Forces comprised of Coalition members: **Community Awareness and Education; Demographics: Prevention;** and **Fundraising and Development.**

The Coalition and its members have played a critical role in developing the *Ten Year Plan*. Annually, it coordinates a variety of activities and events designed to raise awareness about homeless issues:

- National Hunger and Homeless Awareness Week (November)
- Annual Dinner and Silent Auction
- Homeless Stand Down and Service Day (November)
- Candlelight Vigil (December)
- Census Blitz (January)



<http://www.leehomeless.org>

## APPENDIX 3: STAND DOWN COMPARISON 2007-2008

The survey tool and methodology used on the 2008 Stand Down report was structured to meet the qualifications for the annual point in time count for Housing and Urban Development (HUD) and FL State. The HUD definition of chronic homeless is "An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least (4) episodes of homelessness in the past three (3) years." In the 2007 report there is a noticeably higher percentage of individuals categorized as chronic homeless. This is due to the categorization method for the report not structured for the HUD Definition of chronic homeless. \*It should be noted that this report does not indicate there has been a decline in the amount of chronic homeless individuals in Lee County.

| <b>Survey's Completed</b>      |            | <b>2007</b>   |            | <b>2008</b>   |  |
|--------------------------------|------------|---------------|------------|---------------|--|
|                                |            | 218           |            | 276           |  |
| <b>Homeless Status</b>         |            | <b>2007</b>   |            | <b>2008</b>   |  |
| Homeless                       | 91         | 41.7%         | 122        | 44.2%         |  |
| *Chronic Homeless              | 87         | 39.9%         | 67         | 24.3%         |  |
| At Risk                        | 40         | 18.3%         | 87         | 31.5%         |  |
| <b>Total:</b>                  | <b>218</b> | <b>100.0%</b> | <b>276</b> | <b>100.0%</b> |  |
| <b>Gender</b>                  |            | <b>2007</b>   |            | <b>2008</b>   |  |
| Male                           | 152        | 69.7%         | 202        | 73.2%         |  |
| Female                         | 66         | 30.3%         | 74         | 26.8%         |  |
| <b>Total</b>                   | <b>218</b> | <b>100.0%</b> | <b>276</b> | <b>100.0%</b> |  |
| <b>Race</b>                    |            | <b>2007</b>   |            | <b>2008</b>   |  |
| American Indian/Alaskan Native | 10         | 4.6%          | 3          | 1.1%          |  |
| Asian and White                | 1          | 0.5%          | 1          | 0.4%          |  |
| Black/African American         | 70         | 32.1%         | 74         | 26.8%         |  |
| Other Multi-Racial             | 14         | 6.4%          | 18         | 6.5%          |  |
| White                          | 123        | 56.4%         | 180        | 65.2%         |  |
| <b>Total</b>                   | <b>218</b> | <b>100.0%</b> | <b>276</b> | <b>100.0%</b> |  |
| <b>Ethnicity</b>               |            | <b>2007</b>   |            | <b>2008</b>   |  |
| Hispanic Or Latino             | 14         | 6.4%          | 20         | 7.2%          |  |
| Not Hispanic/Latino            | 203        | 93.1%         | 256        | 92.8%         |  |
| Not Reported                   | 1          | 0.5%          | 0          | 0.0%          |  |
| <b>Total</b>                   | <b>218</b> | <b>100.0%</b> | <b>276</b> | <b>100.0%</b> |  |
| <b>Marital Status</b>          |            | <b>2007</b>   |            | <b>2008</b>   |  |
| Divorced                       | 65         | 29.8%         | 19         | 6.9%          |  |
| Married                        | 30         | 13.8%         | 38         | 13.8%         |  |
| Separated                      | 4          | 1.8%          | 3          | 1.1%          |  |
| Single                         | 107        | 49.1%         | 203        | 73.6%         |  |
| Widowed                        | 10         | 4.6%          | 5          | 1.8%          |  |
| Not Reported                   | 2          | 0.9%          | 8          | 2.9%          |  |
| <b>Total</b>                   | <b>218</b> | <b>100.0%</b> | <b>276</b> | <b>100.0%</b> |  |

## APPENDIX 4: HOMELESS CENSUS COMPARISON 2008-2009

The survey tool and methodology used on the 2009 Census report was structured to meet the qualifications for the annual point in time count for Housing and Urban Development (HUD) and FL State. The HUD definition of chronic homeless is “an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least (4) episodes of homelessness in the past three (3) years. By definition, a person in transitional housing or in permanent supportive housing is not considered chronically homeless” In the 2008 report there is a noticeably higher percentage of individuals categorized as chronic homeless. This is due to a change in the HUD definition of chronic homeless to “a person in transitional housing or in permanent supportive housing is not considered chronically homeless.” \*It should be noted that this report does not indicate there has been a decline in the amount of chronic homeless individuals in Lee County. The annual census is a **sample** of the homeless population in Lee County. Through the use of the Homeless Management Information System (HMIS) it is estimated that there are approximately 3000 homeless individuals in Lee County.

| Homeless Status                |            | 2008        |            | 2009        |  |
|--------------------------------|------------|-------------|------------|-------------|--|
| Homeless                       | 632        | 70.3%       | 754        | 81%         |  |
| *Chronic Homeless              | 267        | 29.7%       | 177        | 19%         |  |
| <b>Total:</b>                  | <b>899</b> | <b>100%</b> | <b>931</b> | <b>100%</b> |  |
| Gender                         |            | 2008        |            | 2009        |  |
| Male                           | 702        | 78.1%       | 622        | 66.8%       |  |
| Female                         | 197        | 21.9%       | 309        | 33.2%       |  |
| <b>Total</b>                   | <b>899</b> | <b>100%</b> | <b>931</b> | <b>100%</b> |  |
| Race                           |            | 2008        |            | 2009        |  |
| American Indian/Alaskan Native | 14         | 1.6%        | 18         | 1.9%        |  |
| Asian and White                | 0          | 0%          | 2          | .2%         |  |
| Black/African American         | 157        | 17.5%       | 148        | 15.9%       |  |
| Other Multi-Racial             | 194        | 21.5%       | 124        | 13.3%       |  |
| White                          | 534        | 59.4%       | 639        | 68.7%       |  |
| <b>Total</b>                   | <b>899</b> | <b>100%</b> | <b>931</b> | <b>100%</b> |  |
| Ethnicity                      |            | 2008        |            | 2009        |  |
| Hispanic Or Latino             | 211        | 23.5%       | 139        | 14.9%       |  |
| Not Hispanic/Latino            | 674        | 75%         | 792        | 85.1%       |  |
| Not Reported                   | 14         | 1.5%        | 0          | 0%          |  |
| <b>Total</b>                   | <b>899</b> | <b>100%</b> | <b>931</b> | <b>100%</b> |  |
| Marital Status                 |            | 2008        |            | 2009        |  |
| Married                        | 103        | 11.5%       | 102        | 11%         |  |
| Single                         | 733        | 80.4%       | 740        | 79.4%       |  |
| Not Reported                   | 73         | 8.1%        | 90         | 9.6%        |  |
| <b>Total</b>                   | <b>899</b> | <b>100%</b> | <b>931</b> | <b>100%</b> |  |
| Veteran Status                 |            | 2008        |            | 2009        |  |
| Yes                            | 97         | 10.8%       | 88         | 9.5%        |  |
| No                             | 802        | 89.2%       | 843        | 90.5%       |  |
| <b>Total</b>                   | <b>899</b> | <b>100%</b> | <b>931</b> | <b>100%</b> |  |

## APPENDIX 5: SERVICES REQUESTED ON HOMELESS CENSUS 2009

For 2009 a new category “*What services do you need?*” was added to the survey. “Employment” and “Food” tied for first place, followed closely by “Housing placement (Permanent)”. “Transportation” headed the next group followed by “Material goods (Clothing),” “Case management,” “Substance abuse service,” and “Outreach”.

|                               |     |                               |     |
|-------------------------------|-----|-------------------------------|-----|
| Case management               | 128 | Literacy                      | 10  |
| Consumer assistance           | 17  | Materials good (Clothing)     | 145 |
| Criminal justice/legal aid    | 21  | Mental health care            | 79  |
| Daycare/child care            | 11  | Other                         | 41  |
| Employment                    | 337 | Outreach                      | 113 |
| Education (GED/Job Training)  | 63  | Substance abuse service       | 114 |
| Food                          | 337 | Temp. housing/aid (Emergency) | 78  |
| Health care                   | 201 | Transportation                | 183 |
| Housing placement (Permanent) | 312 | Total number of respondents   | 931 |

## APPENDIX 6: EMPLOYMENT STATUS 2006 - 2008

At the current rate the department is projecting to see 12,000 households needing emergency assistance in the year representing the period of October 2008 to September 2009. This will be 3,000 more than year 2006/7 and 500 more than year 2007/8. In the beginning of calendar year 2009, The Department of Human Services was spending about \$32,000 per month (*Lee County Department of Human Services staff, March, 2009*).

| 2006            | Lost Job | Decreased Hours |
|-----------------|----------|-----------------|
| <i>October</i>  | 8%       | 9%              |
| <i>November</i> | 8%       | 24%             |
| <i>December</i> | 10%      | 13%             |
| <b>2007</b>     |          |                 |
| <i>October</i>  | 29%      | 21%             |
| <i>November</i> | 17%      | 8%              |
| <i>December</i> | 21%      | 20%             |
| <b>2008</b>     |          |                 |
| <i>October</i>  | 24%      | 22%             |
| <i>November</i> | 20%      | 25%             |
| <i>December</i> | 22%      | 28%             |

There has been an increase in job loss over time (November 2006 coincides with hurricane Wilma). The Department reported that there was no significant change in the type of applicants (gender, education level, needing rent vs. mortgage, households with health insurance), only more applying with the economic changes (*Lee County Department of Human Services, March, 2009*). As of March 27, 2009, the News-Press reported that Lee County's unemployment rate had reached 12%.

## APPENDIX 7: INTAKE SNAPSHOTS 2006 - 2008

### NUMBER OF INTAKES, LEE COUNTY EMERGENCY ASSISTANCE

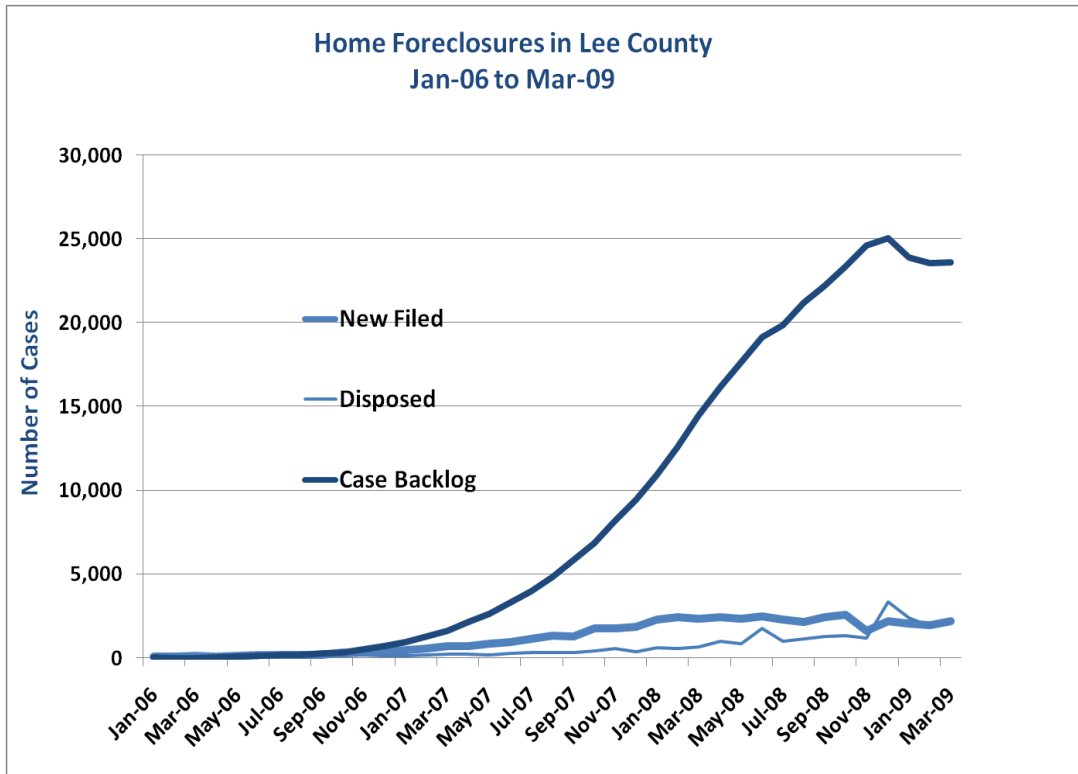
**Lee County Emergency Services** offers a variety of programs that may provide temporary financial relief due to an unexpected emergency expense or unforeseen temporary loss of income. Assistance is in the form of payments to vendors such as utility companies or landlords. ([http://dhs.lee-county.com/AP\\_Family\\_T4\\_R2.html](http://dhs.lee-county.com/AP_Family_T4_R2.html))

Following is a snapshot three-year (2006, 2007, and 2008) comparison for the last three months (October, November and December). In the final quarter of each calendar year, which is typically a high volume period annually, there has been a substantial increase in intakes of requests for emergency services.

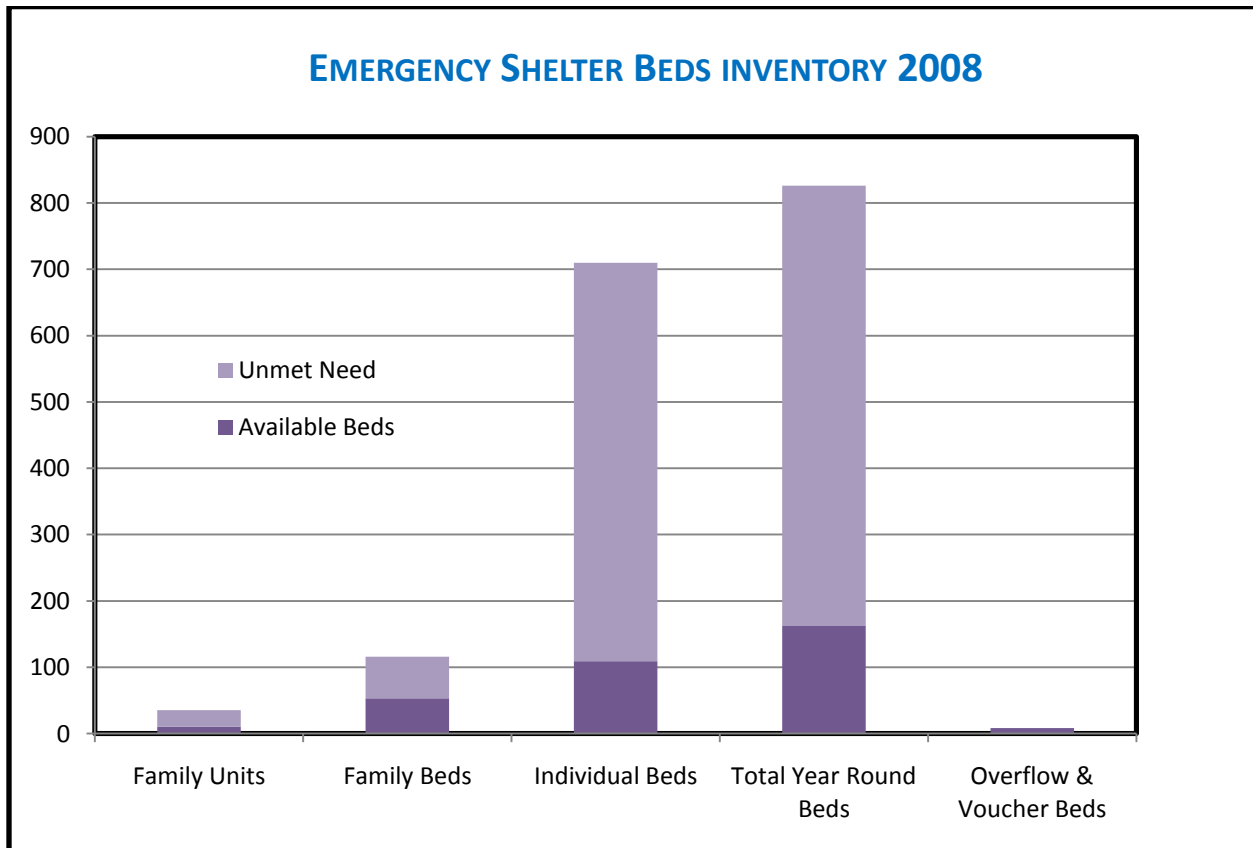
In comparing 2008 to 2007, there was an increase of 435 intakes or 15% over the previous year. In comparing 2008 with 2006 (prior to the recession and foreclosure crisis in Lee County), there was an increase of 995 intakes or a 44% increase over the two-year comparison period.

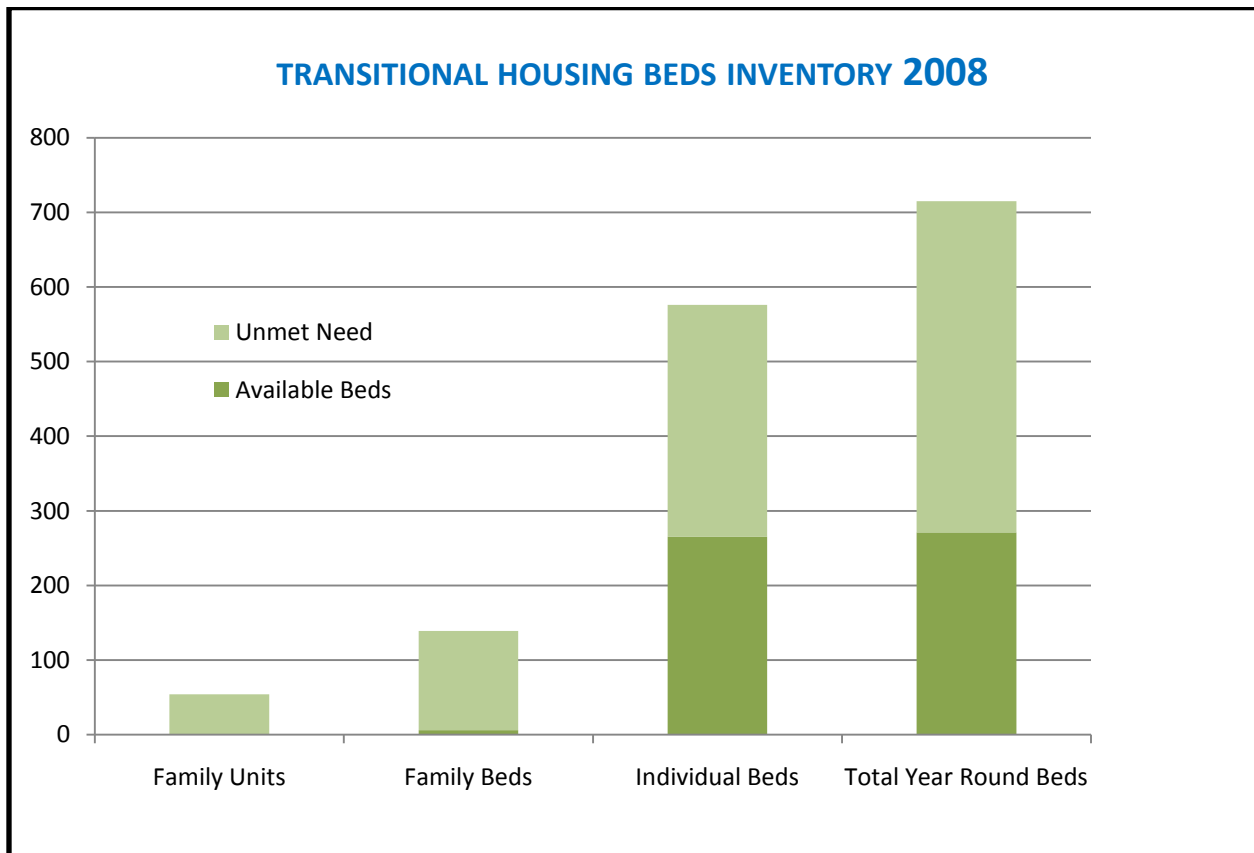
| Intakes      | 2006        | 2007        | 2008        |
|--------------|-------------|-------------|-------------|
| October      | 850         | 1150        | 1300        |
| November     | 840         | 900         | 1003        |
| December     | 560         | 760         | 942         |
| <b>Total</b> | <b>2250</b> | <b>2810</b> | <b>3245</b> |

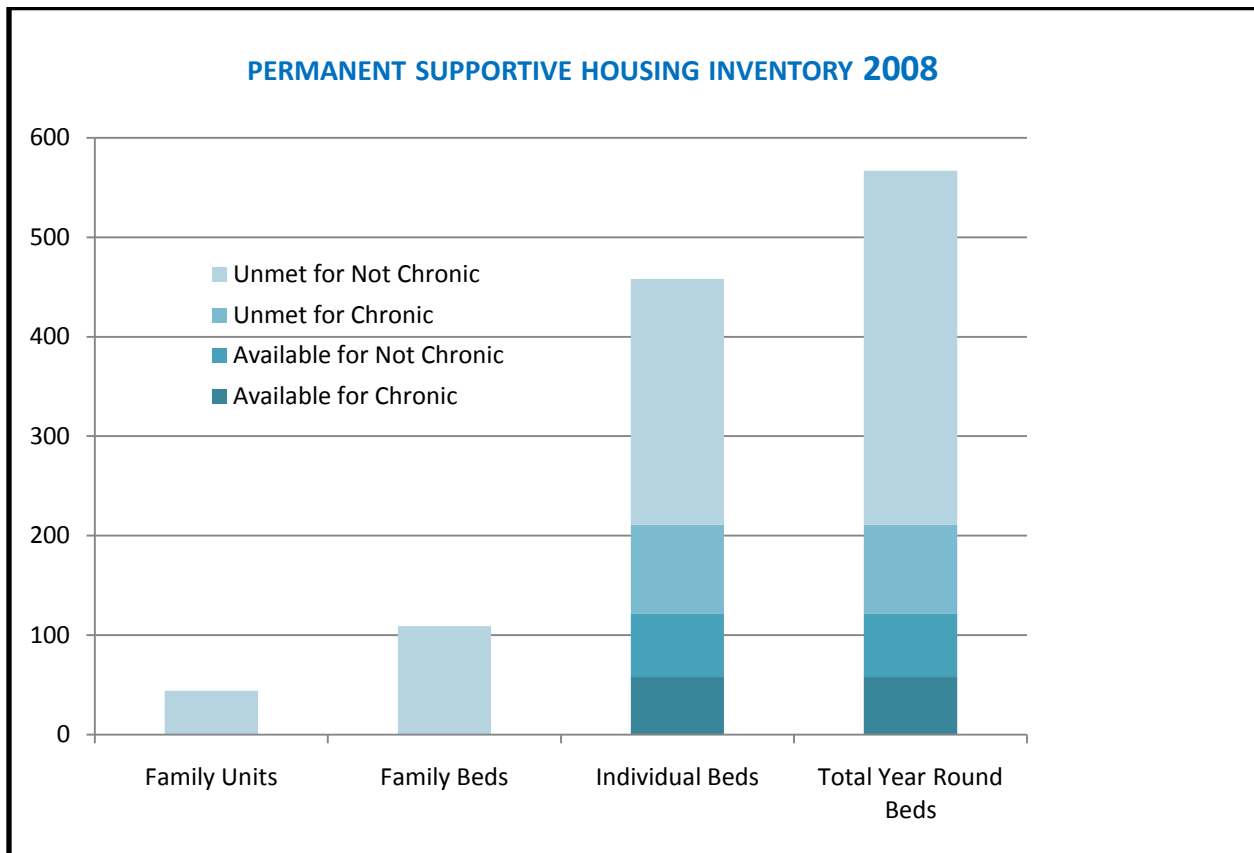
## APPENDIX 8: HOME FORECLOSURES 2006 - 2008



## APPENDIX 9: HOUSING INVENTORY 2008







## APPENDIX 10: LOGIC MODEL TEMPLATE

GOAL: \_\_\_\_\_

OBJECTIVE/S: \_\_\_\_\_

\_\_\_\_\_

| STRATEGY/IES | RESPONSIBLE PARTY/IES | ESTIMATED EXPENSE/S | OTHER RESOURCES NEEDED | TIME FRAME AND TARGET DATE | DESIRED OUTCOME/S | MEASUREMENT PROTOCOL/S |
|--------------|-----------------------|---------------------|------------------------|----------------------------|-------------------|------------------------|
|              |                       |                     |                        |                            |                   |                        |
|              |                       |                     |                        |                            |                   |                        |

## APPENDIX 11: FUNDING AND CAPACITY BUILDING RESOURCES

- U.S. Stimulus Tracking: <http://www.recovery.org>
- Florida Stimulus Tracking: <http://flarecovery.com>
- Foundation Center: <http://www.fdncenter.org>
- eCivis: <http://www.ecivis.com>
- U.S. Interagency Council on Homelessness: <http://www.usich.gov>
- National Low Income Housing Coalition: <http://www.nlihc.org>
- National Alliance to End Homelessness: <http://www.naeh.org>
- National Coalition for the Homeless: <http://www.nationalhomeless.org>
- Housing Trust Funds: <http://www.policylink.org/EDTK/HTF/Why.html>
- Center for Community Change: <http://www.communitychange.org>
- Southwest Florida Community Foundation: <http://www.floridacommunity.com>
- Gulf Coast Community Foundation (BRAIVE Funding): <http://www.gulfcoastcf.org>
- Cape Coral Community Foundation: <http://www.capecoralcf.planyourlegacy.org/index.php>
- Bonita Springs Community Foundation: <http://www.bonitacommfoundation.com>
- Good Neighbor Community Foundation of Sanibel-Captiva: <http://www.sanibelcommunity.com>
- U.S. Department of Housing and Urban Development: <http://www.hud.gov>
- U.S. Department of Health and Human Services: <http://www.hhs.gov>
- Federal grants: <http://www.grants.gov>
- The United Way of Lee, Hendry and Glades Counties: <http://www.unitedwaylee.org>
- Florida Housing Coalition: <http://www.flhousing.org>
- Florida Coalition for the Homeless: <http://www.fchonline.org>

THIS PAGE LEFT INTENTIONALLY BLANK