

Homeless Services Gaps Analysis

of

Volusia County



Presentation of Findings and Action Plan Recommendations

to

Volusia County and the Cities within Volusia County

by

Robert G. Marbut Jr., Ph.D.



Presentations - October 1, 2014

Prepared by Robert G. Marbut Jr., Ph.D.

www.marbutconsulting.com

Table of Contents

Title Page	1
Table of Contents	2
Executive Summary	3
Study Scope	6
Initial Observations	8
Strategic Action Recommendations	11
Immediate Next Steps	26
Exhibit 1 - Area Cities That Financially Supported this Study.....	27
Exhibit 2 - Program/Agency Site Visits, Tours, Meetings and Conference Calls	28
Exhibit 3 - <i>The Seven Guiding Principles of Homeless Transformation</i>	36
Exhibit 4 - Robert G. Marbut Jr., Ph.D. Biography	38
Exhibit 5 - Volusia Safe Harbor Estimated Operating Expenses	39

Executive Summary

Eleven cities within Volusia County, with the City of Daytona Beach acting as the lead agency, tasked Marbut Consulting with developing recommendations for reducing street-level homelessness throughout Volusia County by suggesting more effective methods of helping homeless individuals and families.

In order to develop practical recommendations, Dr. Marbut:

- studied and inventoried homeless services throughout Volusia County,
- examined Point-in-Time Count reports,
- analyzed statistics and reports from local agencies,
- interviewed individuals experiencing homelessness,
- conducted meetings with stakeholders,
- made street-level observations,
- posed as a homeless person in several of the cities within Volusia County in order to understand what its like to be homeless in Volusia and to better understand the movement and circulation of the homeless community.

Dr. Marbut evaluated the current homeless operations within the County using national best practices and the *Seven Guiding Principles of Homeless Transformation* as the key measuring tools. Marbut then conducted a needs assessment and gaps analysis between existing inventory and identified needs, including the types of services (qualitative) and capacity of services (quantitative) needed within Volusia County. Dr. Marbut started his research on April 1, 2014 and finalized his written report on September 23, 2014. He then made presentations of his recommendations to the City of Daytona Beach Commission on October 1, 2014 and then to the Volusia League of Cities special meeting on October 2, 2014.

As expected, Dr. Marbut observed a significant number of individuals experiencing homelessness within the City of Daytona Beach, concentrated around the Halifax Urban Ministries HUM Center on North Street, this was especially acute immediately before and after the lunch feedings at the Bridge of Hope Hot Meal Program. After lunch, homeless individuals then migrated throughout the greater Daytona Beach area and re-congregated in smaller clusters in and around the transit station, downtown, beaches, in the woods north of International Speedway and on the east and west sides of Ridgewood Avenue.

To the great surprise of Dr. Marbut, Dr. Marbut observed a very high number of individuals experiencing homelessness throughout the County mostly in wooded areas. On the western side of Volusia County, individuals experiencing homelessness are in small, highly nomadic make-shift encampments that “ring” the city limits of the western cities. For the most part, these individuals were camping in small groups of 5-15 individuals within the County proper just outside the city limits.

On the eastern side of the County, individuals experiencing homelessness were observed in small encampments within wooded areas spaced in a linear fashion adjacent to major thoroughfares.

Because of the unusually high levels of rainfall during the study period, it was difficult to get precise counts. Overall, there appeared to be around 375-450 individuals experiencing homelessness on the western side of the County and about 400-475 on the eastern side of the county. These observations were corroborated by a wide variety of “street-level” agency workers, firefighters and law enforcement officers.

It is important to note that Point-in-Time-Counts (PITCs), even by the Department of Housing and Urban Development’s (HUD’s) own admission, are very inaccurate. Because of flawed methodology, PITCs notoriously undercount individuals experiencing homelessness. This is why HUD has a goal of replacing PITCs with “real-time” HMIS (Homeless Management Information System) data reports.

It is critical to realize that it is the weather, not programming services, that initially draws homeless individuals to Volusia County. Like other Florida communities with beaches, palm trees and golf courses, Volusia will always attract individuals experiencing homelessness because of the moderate climate. Once in Volusia County, if the Volusia community is enabling, then homeless individuals are incentivized to stay on the streets and in encampments rather than going into 24/7 recovery programs. It is therefore critical to have a holistic comprehensive system that addresses homelessness.

Dr. Marbut recommends that the entire Volusia County community change from a “culture of enablement” to a “culture of engagement.” Providing “street-level” services and feeding, although well-intentioned and good-hearted, “enables” homeless individuals rather than “engages” homelessness. Feeding programs alone do not address the root causes/triggers of homelessness. In order to facilitate graduating from the street, programs must deal with mental/behavioral health, substance abuse, job training/placement/retention and life skills. Providing food in the parks, at street corners, at beaches and behind restaurants acts to exacerbate and promote homelessness, thus actually increasing the number of individuals experiencing homelessness. The community must channel its good-intentions into an integrated system that engages individuals experiencing homelessness into a rigorous case management system.

Additionally, Dr. Marbut recommends the creation of a 24/7 Come-As-You-Are Service Center (CAYA) in order to dramatically improve the effectiveness and efficiency of service delivery by co-locating and integrating homeless services at one location. Because of critically interconnected services and overlapping service populations, CAYA should be co-located and connected to the Stewart-Marchman-Act facility at 1140 Red John Drive in Daytona Beach which is formally known as Volusia County Crisis Stabilization Unit (CSU), Detoxification Unit (Detox) and Emergency Screening (Pinegrove). This will also significantly increase the capacity to serve the chronically homeless community.

In parallel to the creation of a Come-As-You-Are service center for homeless single adults (eg implementation of Recommendation 2), there is a simultaneous critical need and opportunity to create additional emergency units for families with children (including unaccompanied minors/youth). Ideally a new location would be developed for families with children.

It is critical to understand that the number of people experiencing homelessness in Volusia County will likely increase dramatically if the service delivery model continues unchanged. To keep this from happening the stakeholders in the community need to adopt a strategic holistic action plan of changes, and then proactively implement this plan. To prevent increases, there needs to be an across-the-board change in “thinking” and a change in “doing.”

Study Scope

Based on work with other communities, Marbut Consulting performed the following project phases. Some of these phases ran in sequence, while other phases overlapped. Throughout these phases, homelessness was observed from a variety of vantage points: individuals experiencing homelessness, homeless families with children, agency staffs, volunteers, funders, government officials, civic community leaders, businesses, the media and the general public.

Phase 1 - Being Homeless in Volusia County:

One of the most effective ways to gain accurate information about homeless services is to observe services from the view of person experiencing homelessness, rather than from an agency and/or government perspective. This vantage point combined with observations from other stakeholders help to provide a more complete picture of the existing issues. If one only observes homelessness from a service-provider perspective, he or she will only develop agency-centric solutions. Therefore, Dr. Marbut became homeless at the street level in Volusia County for several days. The consultant's first trip to Volusia County was conducted before agencies were notified of his start date and arrival.

Phase 2 - Inventory of Services:

It was critically important for Marbut Consulting to have accurate information about all the types and quantities of service being provided throughout the region. Therefore, the Consultant performed an inventory of homeless services in the Volusia County regional area and conducted site visits to homeless services providers. It is important to note that it is very common to have agencies operate differently during nights, weekends and holidays than it does during the "traditional work week" (Monday-Friday, 8a-5p). These "off-hour times" are important because they represent 76% of the time many agencies operate (128 hours of a 168 hour week). It was therefore critical to visit agencies at night, during weekends and holidays. Many agencies were visited multiple times. All of these activities were conducted by Dr. Robert Marbut in person.

Phase 3 - Needs Assessment:

The Marbut Consulting conducted a needs assessment of the types of services (qualitative) and capacity of services (quantitative) needed in Volusia County and what might be needed in the future. This required street level observations and analysis of data from Point-in-Time-Counts (PITCs), Homeless Management Information System reports (HMIS), agency reports, interviews, etc.

Phase 4 - Gap Analysis:

Marbut Consulting then conducted a gap analysis of services between existing inventory and identified needs. This required additional follow up with some of the agencies, often by phone and e-mail.

Phase 5 - Strategic Framing for an Action Plan:

Marbut Consulting then strategically framed an Action Plan within the parameters of national best practices. This required the Consultant to conduct in person meetings with government officials, and leaders from businesses, faith-based entities and service agencies.

Phase 6 - Drafting of the Action Plan:

Based on the study findings and national best practices, Marbut Consulting then drafted a Strategic Action Plan which was 39 pages long (note: this report was initially proposed to be a 10-20 page document).

Phase 7 - Solicitation of Stakeholder Comments Regarding the Draft Action Plan:

Marbut Consulting then presented the concepts of a draft Strategic Action Plan to key stakeholders for comment and discussion. During this phase the Consultant conducted in-person meetings and phone calls. The goal during this phase was to improve the Strategic Action Plan through stakeholder input and to help build stakeholder “buy-in.”

Phase 8 - Completion and Presentation of the Action Plan:

Marbut Consulting then finalized the Strategic Action Plan and presented it to the Daytona Beach City Commission and at to a special meeting of the Volusia League of Cities.

Notes About Scope of Work:

- Many improvements “organically” materialized during the gap analysis and national best practice review phases of this study. Marbut Consulting shared these improvements as they arose with government officials, agencies and stakeholders.
- The scope of work was limited to “study and development of recommendations” only.

Initial Observations

- Dr. Marbut observed 125-175 street level individuals experiencing homelessness within the City of Daytona Beach. Because of Federal support checks, the count is closer to 125 during the first 10-14 days of a month and then grows throughout the remainder of the month.

NOTE: “street level” consists of individuals sleeping and living on the street, under bridges, on the beach, near golf courses and encampments in the woods.

- Within the City of Daytona Beach individuals experiencing homelessness congregate around the Halifax Urban Ministries HUM Center on North Street. This is especially acute immediately before and after the lunch feedings at the Bridge of Hope Hot Meal Program.
- After lunch at HUM, homeless individuals then migrate throughout the greater Daytona Beach area and re-congregate in smaller clusters in and around the transit station, downtown, beaches, in the woods north of International Speedway and on the east and west sides of Ridgewood Avenue.
- Individuals experiencing homelessness who spend time during the day in Daytona Beach then disperse out to their small-group encampments at night.
- A very high number of individuals experiencing homelessness were observed throughout the County mostly in wooded areas.
- On the western side of Volusia County, individuals experiencing homelessness live in small, highly nomadic make-shift encampments that “ring” the city limits of western cities. For the most part, these individuals are camping in small groups of 5-15 individuals within the County proper just outside of city limits.
- On the eastern side of the County, individuals experiencing homelessness are in small encampments within wooded areas spaced in a linear fashion adjacent and along major thoroughfares.
- Because of the unusually high rainfall levels during the study period, it is difficult to get precise counts of street level individuals experiencing homelessness. Overall, there appears to be around 375-450 individuals experiencing homelessness on the western side of the County and about 400-475 on the eastern side of the county. Because of Federal support checks, these counts are on the lower-end during the first 10-14 days of any given month. These estimates were corroborated by a wide variety of “street-level” agency workers, firefighters and law enforcement officers.

- It is critical to understand that it is the weather, not programming services, that initially draws homeless individuals to Volusia County. Like other Florida communities with beaches, palm trees and golf courses, Volusia will always attract individuals experiencing homelessness because of the nice climate. Once in Volusia, if the Volusia community is enabling then homeless individuals will continue to stay on the streets and in encampments.
- Exacerbating the draw of the weather, is the fact that on the whole the Volusia “community” enables homelessness rather than engage individuals experiencing homelessness. Street feeding and other street service efforts (eg distribution of cash, clothing, backpacks, blankets, tents, etc.), although well-intentioned and good-hearted, are very enabling and do not engage homeless individuals into 24/7 service programming that are life transforming. Street feeding and services in parks, at beaches, at street corners and under bridges when not aligned with transformational services actually exacerbates homelessness and increases the number of individuals experiencing homelessness on the street.
- When compared to other counties with similar populations, Volusia County has a relatively very high number of “street feeders,” meal programs and church pantries. This is probably because the population centers/pockets are spread-out over a large land mass within the County with vast rural areas in between service points. In order to help individuals graduate from the street, this “culture of enablement” needs to change to a “culture of engagement.”
- At random, a seven day period of time from August 16, 2014 to August 22, 2014 was chosen to determine the percent of individuals experiencing homelessness of the total number of individuals seen for “first appearance and jail arraignment.” Of the 419 individuals seen by the court, 70 were experiencing homelessness (16.7%). “Homelessness” was determined using the charging document and by judicial inquiry when the charging document was inconclusive. In order to determine the likely percent of pre-trial diversion should a Come-As-You-Are center be created, felons and “house-separations” due to court orders were excluded from this count. Based on the experience of Pinellas Safe Harbor, almost all if not all of this 16.7% would be diverted pre-trial if Volusia Safe Harbor would become operational.
- There are not enough transitional opportunities for families to overcome their barriers and to begin the process of transformation which in turn will launch and sustain these families into permanent housing. Specifically, there is a need for increased capacity for families with children at the transitional level. At any one time, there are generally 5 to 10 families in search of transitional housing. Beyond families with children, there is an additional need for 10 to 20 units for unaccompanied youth/minors. Throughout the study period, Dr. Marbut only observed one street-level homeless family (a mom with a child).

- The public discord created by inter-agency fighting and competing coordinating agencies is at best very unproductive and distracting to the overall effort of trying to reduce homelessness within Volusia County. At worse, it puts pass-through Federal funding at risk. It is in the best interest of the individuals we are trying to help to reconcile the differences as soon as possible.

Strategic Action Recommendations

1 - Move from a Culture of Enablement to a Culture of Engagement

The entire Volusia County Community needs to move from a *Culture of Enablement* to a *Culture of Engagement* in all aspects. This includes service agencies, volunteers, staffs, donors, funders, government agencies, programs, residents, tourists and the homeless community. In Volusia County this is especially true for the faith-based community. Free food handouts and cash from panhandling - although well intended by nice folks - actually perpetuates and increases homelessness through enablement. Street handouts of food and cash should be redirected to high performing agencies. The mission should no longer be to “serve” the homeless community, instead, the mission should be to dramatically and consequentially increase “street graduation” rates. A media and public awareness campaign needs to be developed to educate and encourage the community to move from a culture of enablement to a culture of engagement.

- If the service delivery model does not change in Volusia County, then the number of street-level chronic homeless individuals will dramatically increase and likely become more aggressive and embolden. There needs to be an across-the-board “*Change in Thinking and a Change in Doing.*” If the Volusia County community wants to realize significant improvements, then the Volusia community must not keep doing the same activities and in the same ways.
- The mission should no longer be to “serve” the homeless community, instead the mission should become to “dramatically and consequentially increase street graduation rates.” A street graduation occurs when an individual moves from living on the street or in an encampment into a sustainable quality of life that allows the individual to be a productive citizen of the community.
- The best way to increase street graduation rates is to engage each individual and family in a customized plan for recovery that provides a roadmap out of homelessness and to sustained income and housing.
- The culture needs to move from one that measures outputs of service to one that measures outcomes and systematic change.
- The entire community needs to move from a culture of enablement to a culture that engages individuals experiencing homelessness in all aspects of daily life. Free food, handouts and cash from panhandling - although well intended by nice folks - actually perpetuates and increases homelessness through enablement. Rather than street handouts of food and cash, donations should instead be redirected to high performing agencies.

- The leadership within the civic, local government, faith-based, funder, advocate, service provider, law enforcement and homeless communities need to embrace transformational best practices that have worked throughout the USA.
- Homeless individuals who want help, should be provided engaging help. Individuals who turn down help, should not be enabled.
- “Hanging-out” should be replaced by “program participation.” Every effort possible must be made to engage individuals into programming.
- If the Volusia County community successfully shifts from a culture of enablement to a culture of engagement, news of this shift will be passed to homeless individuals nationwide. Individuals who want to avoid engagement will be reluctant to come to Volusia despite the attractions of the weather and temporary/part-time jobs. Thus, the rate of in-bound homeless individuals will decrease.
- Engagement should never be mean - instead engagement should always be kind, caring and compassionate.
- A coordinated strategic “systems-approach” throughout Volusia County (including all the cities within Volusia County) should be implemented. This effort should not be agency-centric nor a series of isolated “one-off” arrangements, instead, it should be integrated. This can be accomplished quickly and effectively through changes in funding requirements/standards by the County, cities, United Way and other major funding organizations. Decisions should be made based on performance and not be based on historic funding levels. Funding should always be transparent and accountable. Service providers need to work together as partners within a single coordinated holistic system in order to better help people experiencing homelessness move from the streets and encampments into formal service programs.

2 - Build and Open Volusia Safe Harbor (a Come-As-You-Are Services Center)

Build, create and open a 24/7/168/365 Come-As-You-Are (CAYA) Services Center for single homeless men and women called Volusia Safe Harbor in order to dramatically improve the effectiveness and efficiency of service delivery by co-locating and integrating homeless services at one location. Because of interconnected services and overlapping service populations, CAYA should be co-located and physically attached to the Stewart-Marchman-Act (SMA) facility at 1140 Red John Drive in Daytona Beach formally known as Volusia County Crisis Stabilization Unit (CSU), Detoxification Unit (Detox) and Emergency Screening (Pinegrove). Of all the agencies in Volusia County, Halifax Urban Ministries (HUM) is currently the best suited agency to operate Safe Harbor. Service partner agencies such as Haven Recovery Center and Second Harvest should then be recruited to co-locate all or part of their operations to Volusia Safe

Harbor. Stewart-Marchman-Act and Safe Harbor should then jointly create a common public safety intake portal/unit for assessment, triage and referral at this Campus site. This unit should be managed by Stewart-Marchman-Act.

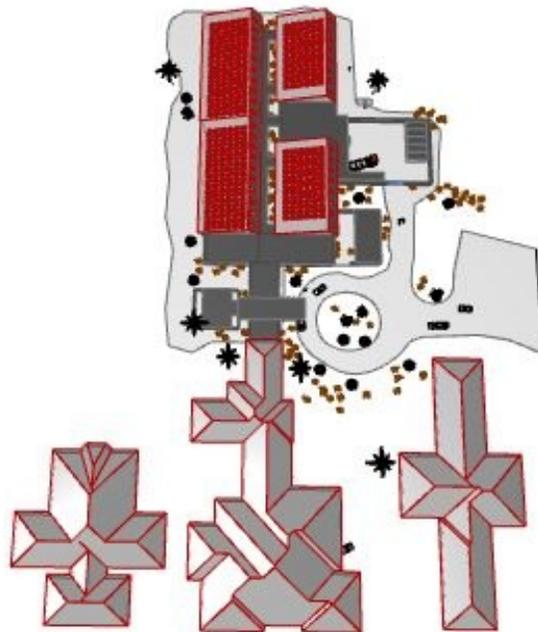
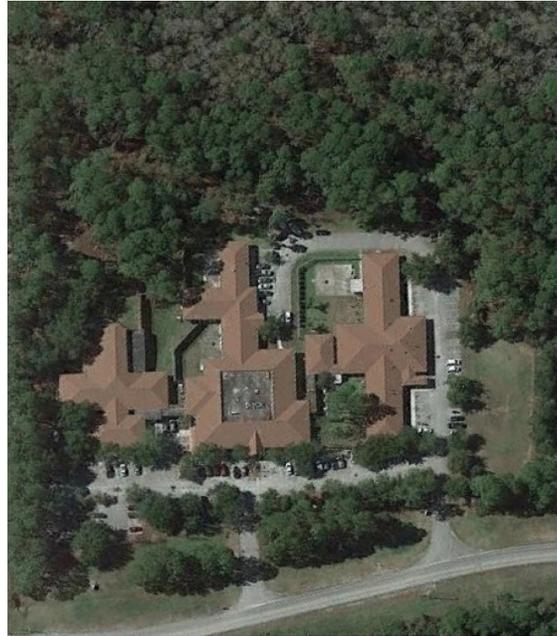
A coordinating board should be established to promote integration between Stewart-Marchman-Act, HUM, service partner agencies and the different operational units. This Campus would become the main intake portal County-wide for adult homeless men and women. All adult services throughout the County can then be coordinated from this main service center, using a “hub and spoke model.” Once operational, all street feeding programs, food pantry programs and day-time service centers for adult homeless men and women should be encouraged to relocate to Volusia Safe Harbor. This should also be the location of the Master Case Managers for adult homeless men and women (see Recommendation 4). This in turn would significantly increase the functional capacity to engage the chronically homeless community.

- It is very important to understand that individuals experiencing homelessness do not “graduate” from street-life back into general society if they are enabled to stay on the streets, in parks or in encampments. Likewise, individuals experiencing homelessness do not graduate from street-life by being incarcerated in a jail. A person will never experience recovery if they are sleeping under a bridge or sleeping on a jail cell floor since they are not in a formal 24/7 recovery program.
- The most successful and proven way to increase the rate of street graduations is for individuals to be in formal programs that provide holistic, transformational services 24 hours a day, seven days a week. Holistic and transformational means comprehensive services including master case management, mental/behavioral health, substance abuse treatment, life skills training, job training, job placement, etc.
- National best practices indicate that communities need to have at least one 24/7 “Come-As-You-Are” services center (sometimes referred to as a low-demand-shelter). Currently, Volusia County does not have a true come-as-you-are 24/7 facility any where in the County. Furthermore, there is a significant gap in bed/mat capacity compared to the street population.
- Volusia Safe Harbor would be modeled after Pinellas Safe Harbor (Pinellas County Florida) and Prospects Courtyard (San Antonio Texas), and to a lesser extent CASS (Phoenix Arizona), Star of Hope (Houston Texas), The Bridge (Dallas Texas) and Father’s Joe Village (San Diego California).
- As with commercial real estate, *Location-Location-Location* is the single most important critical success factor for a Come-As-You-Are services center. Because of the interconnected services and overlapping service populations, it is very important to connect Safe Harbor with the Stewart-Marchman-Act’s Pinegrove facility on Red John Drive which provides screening, detox and crisis stabilization. It is important to note that most practitioners posit that 50-60% of individuals experiencing homelessness have a major mental health issue and

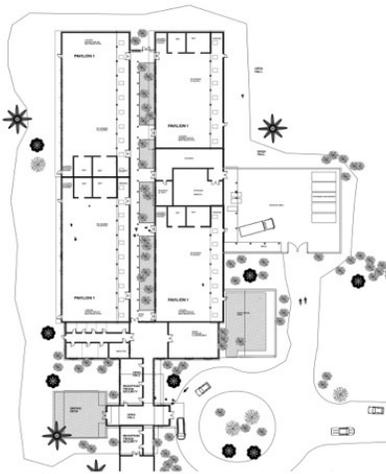
70-80% of individuals experiencing homelessness have a substance abuse issue, while over 90% of all homeless individuals have at least one or both of these issues. See concept designs for attaching CAYA and SMA on Pages 15 and 16.

- Placing a Come-As-Your-Are center in the wrong strategic location can have dire unintended consequences and would dramatically reduce the success rates.
- Having co-located operations would model the nationally acclaimed and highly successful operations of the Restoration Center and Prospects Courtyard that are co-located on the Haven for Hope Campus.
- Attaching and integrating Volusia Safe Harbor to SMA's Pinegrove facility would also significantly enhance SMA's operational outcomes in a variety of ways.
- Street outreach efforts should be focused on bringing people to Volusia Safe Harbor in order to engage into 24/7 transformational services.
- Historically homeless service centers struggle with finding appropriate mental/behavioral health services, while mental health facilities struggle with sourcing housing services. Connecting Volusia Safe Harbor with the Stewart-Marchman-Act facility at 1140 Red John Drive in Daytona Beach will dramatically improve the operational efficiencies and effectiveness of both Safe Harbor and Pinegrove (formally known as Volusia County Crisis Stabilization Unit, Detoxification Unit and Emergency Screening).
- Ideally, Stewart-Marchman-Act would be the lead agency for substance abuse and mental/behavioral health and Halifax Urban Ministries (HUM) would be the lead managing agency of Volusia Safe Harbor. As part of the initiative HUM would relocate all of its operations relating to single adults from the current facility on North Street to Safe Harbor (eg the Homeless Direct Services and the Bridge of Hope Hot Meal Program).
- A coordinating board should be established to promote and catalyze integration within the Campus and throughout the community, and specifically coordinate activity between Stewart-Marchman-Act, Halifax Urban Ministries (HUM), service partner agencies and the different operational units on Campus.
- This coordinating group would not take away from the internal operating autonomy of each agency, but instead be a catalyst of integration on the Campus. This board should have membership from SMA and HUM as well as representatives from other service providers, partnering cities, County, court system, law enforcement, homeless community and business/civic community.

VOLUSIA SAFE HARBOR



VOLUSIA SAFE HARBOR



- Creation of a single site public safety intake portal/unit for assessment, triage and referral will dramatically streamline operations and significantly improve services to the individuals being helped. Additionally, this will create critically needed diversion efforts which will help provide relief to emergency rooms, courts and the jail.
- This site is well known by all law enforcement agencies and most law enforcement officers within Volusia County and would provide a centralized assessment and intake center. This will also function as a pre-trial diversion program thus saving money across the entire judicial and criminal justice systems.
- This site is centrally located within the County and has the added benefit of very good West-East and North-South ingress and egress.
- Relative to other possible sites, this location would reduce pedestrian and bicycle traffic passing through neighborhoods and commercial districts.
- This site has many existing natural and industrial ergonomic buffers around the proposed facility.
- An added benefit to this location is it would have low public NIMBY'ism concerns.
- This site is by-far the best OVERALL location in Volusia County. Normally, Marbut Consulting suggests two-three possible sites/areas for consideration. In the case of Volusia County, because of unique conditions and opportunities, there is only one logical site to build Volusia Safe Harbor and it is immediately adjacent to Stewart-Marchman-Act Pinegrove facility on Red John Drive.
- Volusia Safe Harbor would act as the master community intake-portal for all adult homeless men and women.
- Homelessness is too big a challenge for one agency to address alone in isolation. It is thus critical to co-locate as many holistic homeless service programs and agencies as possible within Volusia Safe Harbor. Programs like Haven Recovery Center and Second Harvest should be strategically recruited to co-locate at Volusia Safe Harbor. As many adult service programs as possible should be located within Volusia Safe Harbor. This includes all types of street feeding programs, food pantry programs and day-time service centers for adult homeless men and women. It is critical for all agencies to be part of a "strategic system" and not be wed to specific locations. Like great sport teams, individual agencies need to adopt a team-winning attitude in which the team is first while individual agencies are second.
- "Specialty service providers" and "referral service providers" should also be located at Volusia Safe Harbor on a part-time basis.

- All agencies, programs and service providers within Volusia Safe Harbor should adopt the “culture of transformation” in all aspects of their operations. The focus needs to be on the overall mission of reducing street homelessness and graduating people from the streets to becoming productive community members.
- A master case management system needs to be created. Master Case Managers (MCMs) should conduct the initial intakes into the HMIS system, do initial and ongoing assessments, develop the individual recovery-action-plans and be proactive “navigators” of the recovery-action-plans. Master Case Managers would develop and customize all aspects of the recovery-action-plans for each homeless individual receiving services. Master Case Managers would then proactively monitor and manage each recovery-action-plan. The MCMs would also provide light-touch supportive case management when clients graduate to permanent housing. This is critical to help reduce homeless recidivism.
- To assure operational success and to help control expenses, a commercial grade kitchen should be built at Volusia Safe Harbor.
- In order not to waste taxpayers’ dollars, the facility needs to be “right sized.” We do not want to over-build a facility that has wasted space nor do we want to under-build a facility in such a way that hinders program and operational functionality.
- Based on national best practices, local demographics and Pinellas Safe Harbor (the homeless demographic mix in Pinellas County is very similar to that of Volusia County), Marbut Consulting recommends that the mat and bunk housing capacity be around 250 for individual men and women inside of Safe Harbor, plus room for about 50 in an outdoor courtyard. The male:female ratio would be about 3:1.
- The following services should be included within the Volusia Safe Harbor (full-time and/or part-time):
 - + Engagement Into the Volusia Safe Harbor:
 - * Outreach - interface with Homeless Outreach Teams (HOTs)
 - * Intake, registration and assessment
 - * Master Case Management
 - + Medical:
 - * Medical (on-campus and off-campus referrals)
 - * Dental (off-campus referrals)
 - * Vision (mostly off-campus referrals)
 - * Pharmacy services (on-campus)
 - * Mental health (on-campus and off-campus referrals)
 - * Addictive disorders and substance abuse services (on-campus and off-campus referrals)

- + Job Placement Services:
 - * Legal services and ID recovery
 - * Life skills training
 - * Job skills training (includes interview and resume training)
 - * Job placement, coaching and enlisting business community support for jobs

- + Hygiene Services:
 - * 24/7 bathrooms
 - * Showers
 - * Hygiene skills training and services
 - * Hair cut services (to be presentable for job interviews)

- + Overnight Sleeping:
 - * Low demand sheltering
 - * Transitional living

- + Feeding:
 - * Establishment of a commercial kitchen
 - * Food and meals
 - * Coordination of meals (delivery and prep from non-profits and churches)

- + Other Support Services:
 - * Clothing closet
 - * Housing out-placement
 - * Veteran services
 - * Daytime activities
 - * Property storage
 - * Donation center

- + Administration:
 - * Administrative services for the Volusia Safe Harbor
 - * Security
 - * Storage
 - * Volunteer coordination
 - * Community service work crews and Volusia Safe Harbor work crews

- Volusia Safe Harbor must be a “Good Neighbor.”

- A robust “buffer” around the Volusia Safe Harbor needs to be developed. A physical fencing barrier needs to line Volusia Safe Harbor. Foliage or other screening should be integrated within the fencing system to create a visually aesthetic barrier. Additionally, the structures within Volusia Safe Harbor need to be laid out in such away as to create positive ergonomic flow and defensible space.

- For safety reasons, the queuing for intake must occur inside of Volusia Safe Harbor and not on the street.
- Safety, health and hygiene are all negatively impacted by dirty, soiled and cluttered environments. Therefore, Volusia Safe Harbor needs to embrace national best practices of “*Look, Feel and Smell*” standards:
 - + all areas need to be organized neatly and uncluttered (look)
 - + all areas need to be warm and nurturing (feel)
 - + all areas need to smell like a nice home - should not smell dirty and soiled, nor should it smell like cleaning solutions (smell)
- Having high standards dignifies the folks being helped while fostering higher standards for staff and volunteers. Individuals respond to their surroundings. Neat, clean and warm feeling environments lead to more positive outcomes than dirty, soiled and cluttered environments. Embracing a high environmental quality also helps in being a good neighbor.
- How a facility is operated is as equally important to where a facility is sited. The goal is to reduce the hanging-out and minimize the “crumb-trail” between service agencies by encouraging individuals to come into programming.
- High quality environments also increase resources to agencies in the following four ways:
 - + increases volunteers
 - + increases funding
 - + increases staff member and volunteer productivity
 - + extends the useful life of the physical plant and infrastructure
- Around the USA, operational funding for Come-As-You-Are centers and emergency shelters comes almost entirely from local governments. Of recent, federal funding is no longer available for emergency operations since most federal funding is being redirected to long term housing options. Additionally, in most cases, private sector philanthropic funding for homelessness goes mostly to families with children. Therefore, whether it is right or wrong, local governments need to understand that the reality of addressing individual and chronic level homelessness rests almost solely on local governments.
- Based on experienced early analysis of similar buildings, preliminary research, concept design and pricing conducted *pro-bono* by local architect Bill Chapin in consultation with a local contractor, the initial price estimation for Volusia Safe Harbor would be around \$3.9 - 4.2 million.
- It is the understanding of Marbut Consulting that the capital construction budget has been pledged by the County of Volusia.
- An estimated operating budget is included in this report [See Exhibit 5 on Page 39].

- In order to have a sustainable operating model, funding for operating expenses should be committed on a long term basis. Therefore, it is strongly recommended that operational funding by local governments be committed through formal inter-local agreements for at least five years.
- If operational funding was based solely on general population it would unfairly burden the higher populated cities. Likewise, if it was based solely on homeless counts, it would unfairly burden the County and Daytona Beach because most of the homeless population sleeps in unincorporated rural areas and in Daytona Beach. Therefore, Marbut Consulting proposes a 50:50 formula of the general population with the homeless population. For the general population, it is recommended to use official census data. For the homeless number count, because point-in-times-counts have been proven so inaccurate around the nation, the federal poverty rate by city and unincorporated area could be used as an ideal proxy measurement/indicator.

Average the percent total general population (using census data within the County) with percent of total homeless population (using poverty rates within the County) then multiply the total operating budget for Volusia Safe Harbor.

$(\% \text{ general population} + \% \text{ homeless population})/2 * \text{Volusia Safe Harbor operating budget}$
= pro rata fair share.

- It is very important that the County and all the cities realize this a problem of the “whole” and affects the entire Volusia County Community. If one city decides to go-it-alone and starts to proactively engage the homeless community without coordinating with other local governments, then it is highly likely that the homeless population would shift and relocate to other areas within the County.

3- Relocate the HUM Family Center and Increase the Number of Emergency Family Units

In parallel to the creation of a Come-As-You-Are service center for homeless single adults (eg Recommendation 2) there is a simultaneous critical need and opportunity to create additional emergency units for families with children (including unaccompanied minors/youth). Ideally a new location would be developed for families with children.

- There is a critical need for a new 30 unit emergency center/shelter for families with children (this is 5 units above the 25 units HUM currently operates). These units should vary in size (eg number of beds and cribs) and should have flexible layouts in order to fit a variety of family sizes and makeups (eg boys:girls ratio).
- In addition to family units, there is a need for 10 to 20 emergency units for unaccompanied minors/youth. These units could be bunked and grouped.

- The unaccompanied minor/youth operation could be located adjacent to the family units in order to create operational efficiencies.
- From a social service perspective, North Street is a very unsuitable location for a families with children center/shelter. The North Street area is at best non-nurturing for children and at worse dangerous. Therefore, it would be ideal to develop a new location for families with children.
- National best practices clearly posit that the services between families with children need to clearly and physically separated from the services for individuals.
- Nationally, families with children facilities generally receive most of their capital construction funding from the private sector (eg not local government) and only receive a limited amount of local government funding for operations.

4 - Develop a Master Case Management System

A Master Case Management “system” needs to be developed for homeless individuals and families. The Master Case Management system for individuals should be embedded within Volusia Saffe Harbor (eg the Come-As-You-Are center). “Master Case Management” and “agency level case management” are often wrongly presented as the same functionality. There is a major difference between master case management and agency level case management - the first is holistic case management across the entire system of all agencies while the second is only within an individual agency.

- The Volusia County area lacks a true homeless master case management system.
- Each homeless individual and family needs their own Master Case Manager who creates a customized action plan to recovery. Master Case Managers then need to proactively monitor and manage each recovery-action-plan across service providers. These Master Case Managers need to have the full authority to place and move individuals and families throughout the integrated-system, and to adjust recovery-action-plans as needed.
- Master Case Managers need to provide “follow-on” support services to individuals and families as they successfully transition into the community.
- “Master case management” and “agency level case management” are often wrongly presented as the same functionality. There is a major difference between master case management and agency level case management - the first is holistic case management across the entire system of all agencies while the second is mostly within an individual agency.

- This Master Case Management system needs to utilize the Homeless Management Information System (HMIS) as its primary coordinating and case management tool.

5 - Transform HMIS from a “Score Keeper” to a “Proactive Case Management Tool”

The Homeless Management Information System (HMIS) needs to be transformed from a “Score Keeping Model” to a “Proactive Case Management Model.” Additionally, in order to promote universal agency participation, funding to service agencies by foundations, government agencies, United Way and the Continuum of Care should all become contingent on being proactive participants in HMIS.

- HMIS provides a helpful “score-keeper” function, however, HMIS needs to move from being a passive score-keeper to being a proactive case management tool within a truly integrated Master Case Management System.
- Using HMIS as a pro-active case management tool includes using it for the following activities: tracking recovery action plans, making referrals to providers, tracking bed availability in real-time and using dashboard data to make tactical and strategic decisions about operations.
- Data entry needs to be “real-time” and universal across all agencies working with homeless individuals and families.
- An “universal release” should be developed and utilized by ALL homeless agencies who receive funding from the Continuum of Care Federal Agencies, Volusia County, cities and United Way. Funding should be contingent on pro-active HMIS participation and real-time data entry.

6 - Align “Street Feeding” Efforts with Holistic Service Programs

Redirect “Street Feeding and Street Services” to be aligned with holistic service programs. Street feeding and street services, although well-intentioned and good-hearted, actually “enables” individuals experiencing homelessness rather than “engages” homeless individuals into 24/7 holistic program services. Providing camping supplies and/or feeding in the parks, at street corners, at beaches and behind restaurants exacerbates and promotes homelessness, thus increasing the number of homeless individuals. Organizations providing street services need to be encouraged to relocate all their adult homeless services to Volusia Safe Harbor.

- Street feeding, although well-intentioned and good-hearted, “enables” individuals experiencing homelessness rather than engaging homeless individuals in life transformation efforts. Feeding in the parks, at street corners, at beaches and behind restaurants/bars and

buildings exacerbates and promotes homelessness, thus actually increasing the number of homeless individuals.

- Feeding programs alone do not address the root causes/triggers of homelessness. In order to facilitate graduating from the street, programs must deal with mental/behavioral health, substance abuse, job training/placement/retention and life skills.
- Individuals and groups feeding homeless individuals need to move from enabling behaviors to engaging efforts by holistically aligning feeding efforts with engaging services that lead to street graduation. Street feeding organizations need to be encouraged to relocate and redirect their services to Volusia Safe Harbor (if it is created) in order to align with holistic service programs. It is very important to understand the working poor and individuals experiencing homelessness have very different needs in terms of prevention and recovery, therefore formal assessment and case management using HMIS is critical. Feeding efforts that work solely with the working poor should continue.
- Food provides an opportunity to positively incentivize engagement into the transformational process. If one really wants to reduce homelessness, then feeding programs need to be coordinated in a manner that encourages changes.
- Wholesale food suppliers, caterers, grocery stores, restaurants and hotels need to be encouraged to assist strategic initiatives rather than efforts that enable homelessness.
- A media and public awareness campaign needs to be developed to encourage the community to move from a culture of enablement to a culture of engagement.
- The negative repercussions of street feeding are also true for cash handouts and panhandling.

7 - Harmonize and Standardize Ordinances Throughout the County

Ordinances should be harmonized and standardized throughout the County between the County proper and all cities within Volusia County. These ordinances should be drafted in such a way as to promote engagement into holistic programs, and not “criminalize” the condition of homelessness. It is very important to note that due to a series of court rulings (often referred to as “Pottinger vs. City of Miami” or simply “Pottinger”), Law Enforcement Agencies (LEAs) and Law Enforcement Officers (LEOs) will not be able to enforce most ordinances until Volusia Safe Harbor is fully operational on a 24/7/168/365 basis.

- Having uniformed ordinances across the County will allow LEAs, LEOs, individuals experiencing homelessness and the general public to all understand the same set of rules throughout the County and thus help to reduce geographic “shopping” and shifting.

- In order to streamline and clarify the use of ordinances, it would be ideal for the County to adopt a base-set of ordinances and then have all the cities adopt the County's ordinances.
- Ordinances should not be used to "criminalize homelessness," but instead be used as a tool to engage individuals experiencing homelessness into programs such as Volusia Safe Harbor.
- It is important to note that because of *Pottinger vs. City of Miami*, many County and municipal ordinances will not be able to be enforced until Volusia Safe Harbor opens.

Immediate Next Steps

- Get started and do not get bogged down in politics. Simply just start!!
- Volusia County and the cities within Volusia County vote to “accept in-concept” or amend or reject the 7 Strategic Recommendations contained in this report.
- Start implementing the 7 Strategic Action Recommendations as approved or amended.
- Hire consultants as needed (eg architects, contractors, SME, etc.).
- Formally site, design, fund and start construction of Volusia Safe Harbor (including Phase I Environmental Site Assessment Reports and detailed budget estimates).
- Create and sign MOUs (memorandums of understanding) between Volusia County, the cities, SMA, HUM and other partner agencies for the operation of Volusia Safe Harbor.
- Site, design, fund and start construction of an emergency center/shelter for families with children who are experiencing homelessness. This center/shelter would include unaccompanied minors/youth.
- Finalize a Master Case Management and HMIS structure, then hire and train Master Case Managers.
- Train LEAs and LEOs.
- Create policies and procedures for Volusia Safe Harbor then start “venuization” and operations at Volusia Safe Harbor.
- Institute governance and operational system improvements as well as other approved recommendations.
- Start public awareness campaign (enablement culture → engagement culture).

Exhibit 1 -
Area Cities That Financially Supported this Study

City of Daytona Beach
City of Daytona Beach Shores
City of DeBary
City of DeLand
City of Edgewater
City of Holly Hill
City of New Smyrna Beach
City of Orange City
City of Ormond Beach
City of South Daytona
Town of Ponce Inlet

Exhibit 2 -
Program/Agency Site Visits, Tours, Meetings and Conference Calls (partial listing)

Dominick Amendolare
Volusia County Sheriff's Office
Sergeant

Michael E. Arth
Resident De Land
Homeless Advocate

W. Chester Bell
Stewart-Marchman-Act
Chief Executive Officer

Mark Besen, Ph.D.
Haven Recovery Center
Executive Director

Ann Brandon
United Methodist Church in DeLand
Interfaith Kitchen Coordinator

Dona DeMarsh Butler
Volusia County
Community Assistance Division Director

Joan Campanaro
F.A.I.T.H. Volusia
Homeless Committee Chair

Wayne Carter
Main Street in DeLand
Executive Director

William “Brad” Carter
Volusia County Resident
Homeless Advocate

Joni Casillas
The Salvation Army
Director of Development

William Chapin
Daytona Beach Resident
Architect

James Chisholm
The City of Daytona Beach
City Manager

Michael Chitwood
City of Daytona Beach Police Department
Chief of Police

Susan Clark
The Neighborhood Center of West Volusia
Executive Director

Mike Coffin
Volusia County Sheriff’s Office
Chief Deputy

Ivan Cosimi
Stewart-Marchman-Act
CFO

Barry Davis
Daytona Beach Resident
Homeless Advocate

Bob Decker
Mental Health America
Director

Jim Dinneen
Volusia County
County Manager

Fr. Phil Egitto
Our Lady of the Lurdes Catholic Church / F.A.I.T.H. Volusia
Pastor / Co-Chair of F.A.I.T.H. Volusia

Nancy Epps
Ponce Inlet
Former Mayor

Salvatore Gintoli, MA
Stewart-Marchman-Act
Facility Administrator Pinegrove

Pastor Roxanne Grant
New Beginnings Cold Water Ministries
Director

Donna M. Gray-Banks
Community Redevelopment Agency - City of New Smyrna Beach
Community Resource Coordinator

Rick Hall
City of DeLand
Director Parks and Recreation Department

Lisa A. Hamilton
Volusia-Flagler County Coalition for the Homeless
Executive Director

Bret Harford
Salvation Army - Sally House
Housing Monitor

Rhonda Harvey
Stewart-Marchman-Act
Vice President for Residential Services

Hon. Derrick L. Henry
The City of Daytona Beach
Mayor

Hon. Patrick Henry
The City of Daytona Beach
City Commissioner Zone 5

Big John
Big Goliath Radio
Host

Hon. Ben F. Johnson
Volusia County Sheriff's Office
Sheriff

Michael Allan Kahler
Vets 4 Vets
Founder/CEO

Anita Lapidus
Lawyer
Homeless Advocate

Hon. Carl W. Lentz, IV
The City of Daytona Beach
City Commissioner, Zone 1

Scott A. Lesnett
Mid Atlantic Financial / New Smyrna Beach
President / Civic Leader

Mark Lynn
Catholic Charities of Central Florida
Section Leader

Capt. Chico Mandizha
Volusia County Sheriff's Office
Executive Officer

Paul McKitrick
The City of Daytona Beach
Deputy City Manager/Administrative and Development Services

Shannon McLeish
Air Occupy
Activist

Linda Miller
Goodwill Industries of Central Florida
Employment Specialist

Luke Miller
F.A.I.T.H. Volusia
Co-Chair of F.A.I.T.H. Volusia's Homeless Committee

Liz Myers
Lawyer
Homeless Advocate

Michael "Pastor Mike" Pastore
New Promises Ministries
Messenger/Director

Michael Pleus, ICMA-CM
City of DeLand
City Manager

Carol Podschelne
Catholic Charities of Central Florida
Case Management

Julia A. Rademacher
The City of Daytona Beach
Executive Assistant

Troy Ray
Halifax Urban Ministries (HUM)
Executive Director

Alan Rettig
Catholic Charities of Central Florida
Eastern Regional Director

Connie Ritchey
Stewart-Marchman-Act
Vice-Chairperson man of

Jessica Robillard
F.A.I.T.H. Volusia
Lead Organizer

James L. Rose
Chamber of Commerce / Rice & Rose
Chair / Attorney

Ray Salazar
United Way Volusia-Flagler Counties
President

Lt. Jason Sampsell
Orange City Police Department
Lieutenant

Hon. Belle B. Schumann
State of Florida Seventh Judicial Circuit
County Court Judge

Rosa I. Serrato
Daytona Beach
Citizen

Mary J. Swiderski
Volusia County of Governments
Executive Director

Bonnie Trammell
Goodwill
Job Site Coordinator Connection Center

Rosaria C. Upchurch, Ph.D.
Therapist
Licenced Marriage & Family

David Van Dyke
Catholic Charities of Central Florida
Family Emergency Assistance Program

Rev. Gabriel Vargas
Ridgewood Avenue Baptist Church
Pastor

Hon. Kelly White
The City of Daytona Beach / Jack White Land Company - White Star
City Commissioner Zone 3 / Owner

Anthony E. Woods
The Housing Authority of the City of Daytona Beach
Executive Director/CEO

Hon. Pam Woods
Volusia County Schools / The City of Daytona Beach
District Homeless Education Liaison / City Commissioner Zone 2

Ronald R. Wright
City of South Daytona Police Department
Chief of Police

Joseph W. Yarbrough
City of South Daytona
City Manager

Attendees at the Volusia League of Cities Monthly Dinner Meeting

Attendees at the Volusia Manager's Association Monthly Meeting

Members of Stewart-Marchman-Act the Board of Directors and Executive Committee

Numerous individuals experiencing homelessness

Several Different Faith-based Meetings

Several Volunteers of the First Assembly of God Food Pantry in DeLand

Volunteers and staff at Interfaith Kitchen in DeLand

Many others, some of whom requested anonymity

Exhibit 3 - The Seven Guiding Principles of Homeless Transformation

The Measuring Stick Moving from Enablement to Engagement

After visiting 237 homeless service providers in 12 states and Washington, DC, Dr. Robert Marbut established the following the *Seven Guiding Principles of Homeless Transformation* which he commonly found to be the best practices within communities across the USA. These *Seven Guiding Principles of Homeless Transformation* were used as key measuring sticks when reviewing homeless service providers in Volusia as well as the overall service network within Volusia County.

1. Move to a Culture of Transformation (versus the Old Culture of Warehousing):

Homeless individuals must be engaged and no longer enabled. Everybody within the service delivery system (eg general public, media, elected politicians, appointed officials, boards, staffs and volunteers of service agencies and most importantly the homeless themselves) must embrace a culture of transformation. A culture, that through the help of others, homeless individuals can transform and integrate themselves back into society. For moral and fiscal reasons, homelessness must become an unacceptable condition that is not tolerated in the USA.

2. Co-location and Virtual E-integration of as Many Services as Possible:

In order to increase success, all services within a service area must be e-integrated. Virtual e-integration improves coordination of services, enhances performance, reduces “gaming” of the system, engages individuals on the margin of society and increases cost efficiencies within and between agencies. Furthermore, whenever financially possible, services should be co-located. Co-location goes beyond virtual e-integration by increasing access and availability into a shorter period of time through the reduction of wasted time in transit and minimization of mishandled referrals. Co-location also increases the supportive “human touch.”

3. Must Have a Master Case Management System That is Customized:

Because there are so many different service agencies helping homeless individuals (eg government at multi-levels, non-profits and faith-based), it is critical that ONE person coordinates the services an individual receives and to do so in a customized fashion. The types of service provided is critical, but what is more important is the sequencing and frequency of customized person-centered services.

4. Reward Positive Behavior:

Positive behavior of individuals should be rewarded with increased responsibilities and additional privileges. Privileges such as higher quality sleeping arrangements, more privacy and elective learning opportunities should be used as rewards. It is important that these rewards be used as “tools” to approximate the “real world” in order to increase sustainable reintegration into society. Every aspect of service delivery should be rooted in preparing the individual or family to have sustained success in permanent housing.

5. Consequences for Negative Behavior:

Too often there are no consequences for negative behavior of individuals. Unfortunately, this sends a message that bad behavior is acceptable. Within the transformational process, it is critical to have swift and proportionate consequences.

6. External Activities Must be Redirected or Stopped:

External activities such as “street feeding” must be redirected to support the transformation process. In most cases, these activities are well-intended efforts by good folks; however, these activities are very enabling and often do little to engage homeless individuals.

7. Panhandling Enables the Homeless and Must Be Stopped:

Unearned cash is very enabling and does not engage homeless individuals in job and skills training which is needed to end homelessness. Additionally, more often than not, cash is not used for food and housing but is instead used to buy drugs and alcohol which further perpetuates the homeless cycle. Homeless individuals who are panhandling should be engaged into the transformational process. Furthermore, most panhandlers are not truly homeless but are preying on the good nature of citizens to get tax-free dollars.

Exhibit 4 -
Robert G. Marbut Jr., Ph.D. Biography

First as a volunteer, then later as a San Antonio City Councilperson and a homeless service agency President/CEO, Dr. Robert Marbut has worked on homeless issues for over three decades.

In 2007, frustrated by the lack of real improvement, and as part of the concept development for the Haven for Hope Campus, Dr. Marbut conducted a nationwide best practices study of homeless services. After personally visiting 237 homeless service facilities, in 12 states and the District of Columbia, he developed *The Seven Guiding Principles of Homeless Transformation*. Since then, Dr. Marbut has visited a total of 677 operations in 21 states plus Washington, DC and Mexico City, DF.

These Seven Guiding Principles of Transformation are used in all aspects of his work to create holistic, transformative environments in order to reduce homelessness.

Dr. Marbut was a White House Fellow to President George H.W. Bush and a former Chief of Staff to San Antonio Mayor Henry Cisneros.

He earned a Ph. D. from The University of Texas at Austin, Austin, Texas in International Relations (with an emphasis in international terrorism and Wahhabism), Political Behavior and American Political Institutions/Processes from the Department of Government.

He also has two Master of Arts degrees, one in Government from The University of Texas at Austin and one in Criminal Justice from the Claremont Graduate School. His Bachelor of Arts is a Full Triple Major in Economics, Political Science and Psychology (Honors Graduate) from Claremont McKenna (Men's) College.

Dr. Marbut also has completed three post-graduate fellowships, one as a White House Fellow (USA's most prestigious program for leadership and public service), one as a CORO Fellow of Public and Urban Affairs and one as a TEACH Fellow in the Kingdom of Bahrain and the State of Qatar (1 of 13 USA educators selected).

Contact Information:

Robert G. Marbut Jr., Ph.D.
6726 Wagner Way
San Antonio, TX 78256

www.MarbutConsulting.com
MarbutR@aol.com
210-260-9696

Exhibit 5 -

Volusia Safe Harbor Estimated Operating Expenses

<i>Staffing - Salaries and Wages</i>	
- 11 Staff @ \$48,712 average per person (fully loaded)	535,832
- 7 Case Managers @ \$54,213 per person (fully loaded)	379,491
- 2 Security Officers on duty 24/7/168 (8,760 hours per officer @ \$16.34/hr.)	286,277
- Overtime	24,000
Staffing	1,225,600

<i>Contractual Services</i>	
- Xerox Charges for year	57,000
- HMIS	
- Industrial Cleaning	
<i>Utilities</i>	84,000
- 12 months @ \$7,000	
<i>Office Supplies</i>	20,400
- \$100 per Case Manager for Supplies	
- Volunteer Office Supplies and Operations(\$1,000 per month)	
<i>Operating Supplies</i>	127,055
- Staff Uniforms	
- Gatorade	
- Kitchen Supplies and Utensils	
- ID Boxes (stock badges for ID's)	
- Irons	
- Ironing Boards	
- Storage Totes (100 @ \$11.50)	
- Plastic Chairs (50 @ \$35)	
- Flashlights (4 @ \$135)	
- Utility Cards	
- Mattresses (250 @ \$44)	
- Pillows (250 @ \$8)	
- Blankets (500 @ \$12)	
- Towels (300 @ \$45)	
- Shower Curtains and Hooks (44 @ \$7.60)	
- Foot Sliders (52 @ \$44)	
- Latex Gloves	
- Cleaning Supplies	
- Misc. Operating Supplies	
- Voice Communications	
- Workstations	
<i>Minor Equipment</i>	19,410
- Washer and Dryer (8 @ \$1,050)	
- Key Wrist Coils (1 box @ \$1,000)	
- Microwaves (11 @ \$160)	
- Coolers/Drink Dispensers (5 @ \$210)	
- Radios (12 @ \$475)	
- Padlocks (3 @ \$500)	
Non-staff Costs	307,865

Food - Donated	0
Staffing	1,225,600
Non-staff Costs	307,865
Total Operations Assuming Donated Food	1,533,465

Food - If Had To Pay For Food	746,516
Staffing	1,225,600
Non-staff Costs	307,865
Total Operations Assuming Had To Pay For Food	2,279,981