Build Hope

One-Stops: Individuals - Proposal

Objective

Hope South Florida will provide a holistic Christian response to homelessness.

Purpose:

- Changing the face of homelessness through comprehensive holistic programs; not scattered projects
- Providing tangible solutions that foster community partnerships and church involvement
- Multi-agency community one-stop centers for families and individuals facing housing and economic crises.
- City of Ft. Lauderdale is searching for site for a centralized meal program for unsheltered homeless adults in downtown as an alternative to providing meals in parks
- Opportunity for churches to provide meals and engage homeless people in community and with services

Uniqueness:

- Largest/prominent denominations working together in concentrated area to impact homelessness
- City of Ft. Lauderdale and Broward County taking leadership role to partner with churches

Timeline:

- Scalable projects over time
- Initial successes foster continued enthusiasm and resources

Justification

Strategy

Levels of Service, 1 through 4

Practical Goal Accomplishments & Next Steps
Justification

Background

The City of Ft. Lauderdale, in consultation with a citizen’s task force which includes a representative of Hope South Florida, is currently searching for sites to establish a centralized meal program for unsheltered homeless adults in downtown Ft. Lauderdale. One goal is to create an alternative to providing meals in parks. The City is looking to the faith community to help coordinate and provide the meals. Once a site is selected, this would be an opportunity for local churches not only to help provide nutritious meals, but to get to know and start to engage homeless people in community and with services.

Need / Target Population

- **Homeless Count:** Based on the last Point-in-Time Count & Survey of the homeless conducted on January 29, 2009, there are 800 homeless women, men and children literally on the street in Broward County on a given night. That is a 14% increase since the last count in 2007 and reflects the worsening economic conditions during that time frame. There are another 2,425 in emergency and transitional shelter who are in need of permanent housing. Six hundred & fifty (650) homeless persons were in 64 households with dependent children (“families”) and 2,575 were unaccompanied adults (“singles”). The total number of homeless, using the federal definition, is 3,225. Estimates using a broader State definition, which includes families doubled up with other households, are higher.

- **Percent of Unsheltered Homeless:** Twenty-five percent (25%) of all the homeless people in Broward County are literally on the street. While this is 25% too many, it still compares favorably to the national average which is forty-four percent (44%).

- **Priority Needs:** In 2009, homeless providers and stakeholders identified two homeless subpopulations with the greatest need compared to the resources to serve them. They were homeless families with children and homeless persons with mental illness and substance abuse problems. Homeless prevention services, permanent affordable, service enriched, housing and income to pay for housing (employment &/or benefits) were identified as the priority needs.

The homeless population is heterogeneous and is comprised of all ages, ethnicities, religious backgrounds and political affiliations.

- Gender: Male 74%, Female 26%
- Median age: 47
- Race / Ethnicity: White 50%, Black 43%; Other 7%; Hispanic Ethnicity 10%
(Note: The survey did not include questions regarding religious or political affiliation.)

Benefits

Establishment of a one-stop meal center for individual homeless adults provides not only an opportunity for volunteers to serve meals in a safe and caring environment, but for meaningful engagement with homeless individuals in a facility where they can feel empowered.

Success with establishment and operation of a one-stop meal center will also show to the City and community that, through working together, churches and the Christian community demonstrate the love of Christ in practical ways.

A study by the University of Southern California’s (USC) Center for Religion and Civic Culture includes among its recommendations to Establish a New Model for Volunteerism...“Providers, especially faith-based organizations, have the opportunity to establish a new kind of model for volunteer work around ... family centers. Americans volunteer in significant numbers, but the largest proportion of volunteers work with religious organizations. As organizations develop facilities outside of downtown, organizations can develop networks of congregations in the vicinity. The ultimate result is that the churches are given the opportunity for reaching out to the widows and the orphans and at the same time they are engaged in a community transformation project that can have an impact in the neighborhood. This collaboration results in building ’social capital’ across barriers of race, religion, or ethnicity.”

Many homeless individuals are disconnected from healthy friendship and the encouragement of community. Hope South Florida seeks to build community and self-sufficiency through mentoring relationships. The power of mentoring is that it creates a one-of-a-kind opportunity for community, goal achievement and problem-solving. According to Ruby K. Payne, author of A Framework for Understanding Poverty, “When students who have been in poverty (and have successfully made it into middle class) are asked how they made the journey, the answer nine time out of 10 has to do with a relationship—a teacher, counselor, or coach who made a suggestion or took an interest in them as individuals...For students and adults who move from poverty, the primary motivation for their success will be in their relationships.”

Relationships that are started at a one-stop can be continued where homeless individuals and families find safe and secure shelter in the community including through Hope South Florida housing initiatives. This is one example of Hope South Florida building hope and building community.
Strategy

The proposed program includes the establishment of a meal distribution center at a fixed location with opportunities for homeless persons to access appropriate referrals for services. Potentially, the operation would be overseen by Hope South Florida which would be responsible for coordinating with the various groups that presently provide meals to the homeless. Additionally, representatives from various social service providers would be available to provide referral information to the homeless.

On-site Services

Homeless Outreach, operated by TaskForce For Ending Homelessness, Inc. and funded in part by DCF, could use the centralized meal program as its daily pick-up location for Fort Lauderdale. The outreach teams place approximately 15 single homeless adults per day in the County’s three Homeless Assistance Centers and overflow shelter.

Location

Potential sites are currently being researched by City staff. In determining appropriate sites, the task force considers certain criteria, including square footage, proximity to residential and distance from downtown. Suitable sites have a minimum of 5,000 square feet with sufficient open space deemed necessary to accommodate the proposed program. Additional consideration is given to the presence of an outdoor area to accommodate smokers. The distance from the downtown area (measured from Stranahan Park) should be less than 2 miles. The proximity to residential areas is another consideration. Finally, zoning is considered. For instance, in a zoning category which allows for a Social Service Facility (SSF), a facility providing personal services including food, that is allowed only as a conditional use subject to Site Plan Level III review.

In the interim, until a fixed site can be selected by the city, some churches involved with Hope South Florida are currently offering meals (see list under Level 1 below). Additional church sites could temporarily accommodate more meal nights until a fixed site is established.
Models

In addition to the Levels described below, there are also various models of providing meals in a more uplifting, sustainable, and Godly way through interaction with the homeless. One such idea includes opening a café that serves lunch and/or dinner just like any other restaurant, but offers all meals on a “donation” basis. Everything in the café could be run by limited staff and mostly volunteers. In a best case scenario, there would be a place for speakers and live music. There are many examples of homeless “compassion cafés” that serve the needs of the homeless and provide a better location for the Christian community to interact and show love. Rather than ladling food across a serving line, volunteers can host homeless people at their table. Homeless people may appear habituated to living on the street, but they also respond to community and they often will rise to the occasion when shown respect in ways we take for granted. This can send a powerful message and show that we are different. This is one way we can “set the tone by how we set the table.”

Examples of successful compassion cafes include:

- Café 458 - Atlanta, GA
- Inspiration Café - Chicago, IL
- People Serving People - Minneapolis, MN
- Praxis - Lake Worth, FL
- Sacred Grounds - Atlanta, GA
- Sally’s Café – Ft. Myers, FL
- Sisters of the Road Café - Portland, OR
- Trinity Café - Tampa, FL

Levels of Service

Below are four (4) levels of service, and cost estimates, ranging from the least to the most comprehensive. The levels are not intended to be exclusive. In the event the program commences, the level of service will be determined.

Level 1 is intended to provide a temporary service until such time as the City approves and establishes a suitable, permanent, fixed-site location as described in Levels 2-4 below. Alternately, a site could be acquired and established through Hope South Florida and approved by the City.
Level 1: One meal per day (daytime or evening), five to seven days per week.

Services:
- Part-time church volunteer/activity coordinator to schedule and assist with planning for volunteers from churches to bring and serve prepared meals and to provide mentoring.

Weekly Schedule

Following are meal activities currently in place or planned. Additional churches would be enlisted through Hope South Florida on the remaining nights.

<table>
<thead>
<tr>
<th>Day</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Mon.</td>
<td>TBD</td>
</tr>
<tr>
<td>Tues.</td>
<td>TBD</td>
</tr>
<tr>
<td>Wed.</td>
<td>First Lutheran Church of Ft. Lauderdale</td>
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<tr>
<td>Thurs.</td>
<td>Christ Church, at Hope Central</td>
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<tr>
<td>Fri.</td>
<td>TBD</td>
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<tr>
<td>Sat.</td>
<td>TBD</td>
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Budget – Level 1

Potential Revenue Sources – All Levels

- Private Sources (churches, foundations, individual contributions)
- Donated food/supplies/space
- City of Ft. Lauderdale
- FEMA/EFSP
- Corporations & Businesses
- Events
- Volunteer hours

Operating Costs: $16,975

Part-time volunteer / activity coordinator at $27,000 x .5 FTE = 13,500 + benefits @ .25% = $3,375/ Total: $16,975
**Level 2:** Fixed site - One meal per day (daytime or evening), five days per week.

**Services:**
- Coordinated evening or daytime meals with food ready for distribution for 150-200 individuals provided by faith community and volunteer organizations 5 days per week.
- ADA accessible restrooms.
- Personnel from outside social service agencies on site 1 day per week to provide referral information.
- Offices to accommodate volunteers and/or professional social service personnel.
- Social service agencies may include:
  - Mental health agency
  - Workforce One
  - Legal Aid
  - Alcoholics Anonymous/Narcotics Anonymous
  - Veteran’s Affairs
  - Social Security Administration
  - City of Fort Lauderdale Homeless Outreach Team
  - Department of Motor Vehicles
  - Department of Children and Families
  - Broward General Hospital’s mobile unit as available
  - Trained volunteers from within the faith community

**Budget - Level 2**

**Capital - Building:**
Easily accessible by foot from downtown, of approximately 3,000 to 5,000 sq. ft. with restrooms, covering in case of inclement weather and sufficient space for 100 people to gather inside and be served in a comfortable area. Provision should be made for an outdoor courtyard area (preferably not visible from the street) for individuals who smoke. **Purchase price TBD depending on location or Rent estimated at approximately $8,000/mth.**

**Capital - Renovation:** $40,000 to $150,000 depending on location
Operating Costs: **$100,287**

Food & Basic Necessities: $35,000
  - Food, supplies: $30,000
  - Clothing / Hygiene / Laundry: $5,000

Utilities: $17,200
  - Electric: $8,000
  - Garbage Disposal & Pest Control: $8,000
  - Water/Sewer: $1,200

General Operating Costs: $7,000
  - Liability Insurance: $7,000

Maintenance: $7,000
  - Cleaning supplies: $5,000
  - Repairs & Misc. $2,000

Staff: $34,087
  - On-site Manager (.50 FTE) $15,000 + taxes & benefits @ .25% = $3,750, Sub-total = $18,750;
  - Faith-based Coordinator (.25 FTE) $8,750 taxes & benefits @ .25% = $2,187, Sub-total = $10,937 (currently funded through a City of Ft. Lauderdale grant);
  - Support Staff: $3,519 taxes & benefits @ .25% = $879, Sub-total $4,400
Level 3: Fixed site - One or two meals per day (lunchtime and/or evening), five days per week.

Services:
- Coordinated evening and/or daytime feedings for 150-200 individuals provided by faith community and volunteer organizations 5 days per week.
- Restrooms and showers including ADA accessible.
- Personnel from outside social service agencies onsite 1-2 days per week to provide referral information.
- Availability of kitchen facilities to store and warm food.
- Offices and equipment to accommodate volunteers and/or professional social service personnel.
- Mobile van to help provide transportation and augment program by reaching out to homeless who are not utilizing centralized meal/referral location. (Being provided by City of Oakland Park)
- Social service agencies may include those listed above in Level 2.

Budget – Level 3

Additional Capital Expenses: $10,000

Warming Kitchen Equipment: $10,000
**Level 4:** Fixed site - Two meals per day (lunchtime and evening), seven days per week.

**Services:**

- Coordinated evening and lunchtime feedings for 150 – 200 individuals provided by faith community and volunteer organizations 7 days per week.
- Restrooms and showers including ADA accessible.
- Personnel from outside social service agencies onsite 5 days per week to provide referral information and related services.
- Offices and equipment to accommodate volunteers and/or professional social service personnel.
- Mobile van to assist with transportation and augment program by reaching out to homeless who are not utilizing centralized meal/referral location. (being provided by City of Oakland Park)
- Commercial grade kitchen that could be used to assist with the meals as part of a vocational training program coordinated by an appropriate on-site agency.
- Dedicated office space and equipment for outside agency personnel providing referral information and related services
- Possible partnership with Broward County libraries, dedicated space for reading and Internet.
- Locker room and mailroom services.
- Social service agencies may include, but not be limited to, those listed above in Levels 2 and 3.

**Budget – Level 4**

**Additional Capital Expenses – Kitchen Equipment:** $10,000 to $50,000 Health Dept. Compliant Full Service Kitchen

**Additional Capital Expenses – Office Space:**
Additional space. - approx. 2,000 sq. ft. for 5,000 sq. ft. total: cost TBD
Workstations; desk, chair, side chairs, locking file cabinets, lap tops, office supplies, cell phones, $2,000 each; Reception area chairs, tables: cost TBD
Additional Operating Expenses – Meal Prep: **$32,500**
Cook: $26,000 taxes & benefits @ .25% = $6,500, Total $32,500
Additional utilities, maintenance, etc. TBD

Additional Operating Expenses – Social Services: **$37,000 per worker**
Case manager assigned to the site $27,500 + taxes and benefits @ .25% = $6,875 Sub-total = $34,375 each; Telecommunications, mileage: $2,600 each
Practical Goal Accomplishments

The success of all homeless housing programs is measured by the ability of the homeless person or family to obtain and maintain stable housing.

The Shepherd’s Way measures outcomes using standardized goals and tools. In the case of a meal program, a measure will be developed to determine the effectiveness of the program in linking homeless persons with services and shelter.

Finally, another critical outcome to ending homelessness is restoring and providing a supportive community. Mentors and spiritual counseling through partner churches is a critical component towards building community. The effectiveness of such mentoring will be a measured element of the overall program.

Next Steps

In anticipation of City of Ft. Lauderdale identifying a suitable location(s) for a centralized meal program, TSW staff can compile a list of churches and volunteers interested in participating. Planning can begin now for meal provision, café operation and volunteer engagement. Pending City approval of a suitable site fixed site, temporary sites can also be identified among participating churches in addition to those listed above in Level 1 and services begun once adequate staff resources are in place.

City staff is seeking Commission direction on the following:
1. A determination on which sites being researched would be an appropriate location for a homeless meals/referral program.
2. How to proceed with regard to the following:
   a. Acquiring site.
   b. Partnerships with faith-based/non-profits.
   c. Program financing.
   d. Levels of service.