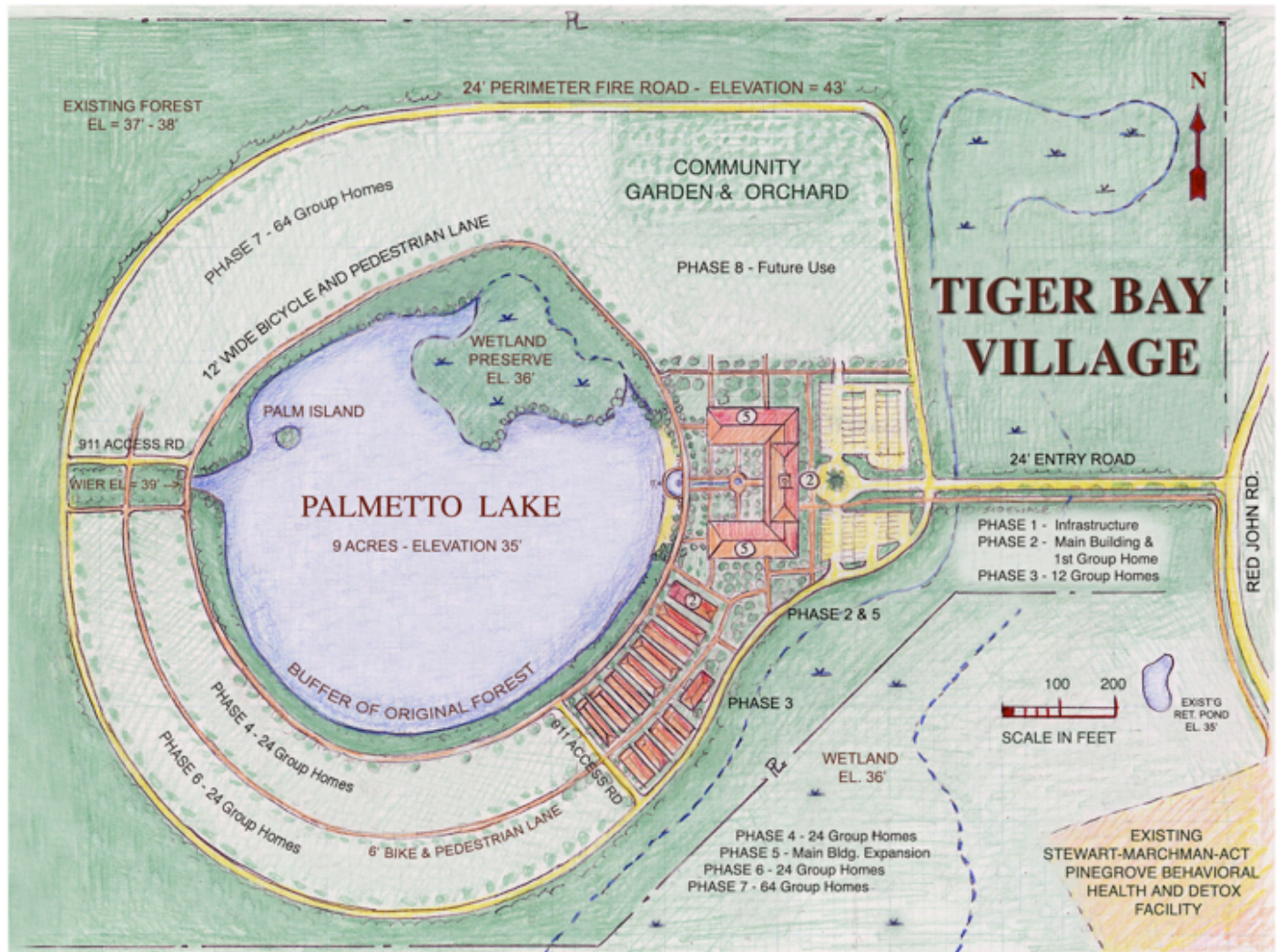


TIGER BAY VILLAGE



80-acre site plan for Tiger Bay Village by Michael E. Arth, May 2011. For more information go to www.villagesforthehomeless.org

A COMPREHENSIVE APPROACH TO HOMELESSNESS

“The social service agencies must consolidate or evaporate.”

- Ray Salazar, President, United Way of Volusia-Flagler

“Tiger Bay Village could be entirely funded even if only one-fourth of Volusia County’s 476 social service agencies each sponsored one group home at the site.”

- Michael E. Arth

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An electronic copy of this proposal and other information about Tiger Bay Village is available at www.villagesforthehomeless.org.

1 - SUMMARY

Because those bureaucrats whose jobs depend on maintaining the status quo are not solving chronic adult homelessness, we urge the county council to act in the public interest to discourage the proliferation of disparate and unpopular social service agencies. Tiger Bay Village will provide for consolidation in a way that makes sense, and be supported both by the public and by those we all seek to help. For almost five years the plan has gone through five iterations and three technical reviews. It has been discussed in the press and in public forums, and has been declared the most reasonable, efficient and humane approach. It is now time for the county to donate the land, which is already zoned for this purpose, so we can all move forward.

Proposal to be Introduced to the Volusia County Council

1. Donation by Volusia County: The County agrees to donate at least 80 acres to a newly created 501(c)(3) organization (Tentative name: Tiger Bay Village Inc “TBV”). This acreage will include potential development areas, a 9-acre natural-style retention pond, wetlands maintained as such, and forested buffer zones.
2. Permitting: The exact boundary and plan for the village is subject to regulatory approval and the permitting process, but the attached site plan, and this proposal suggests in detail the general layout and purpose. The County will cooperate in obtaining such approvals in a timely manner and waive all property taxes, impact fees and fees required for the planning, zoning, permitting and development. The land is already zoned Public (P) which allows for group homes up to 15 people per home. The county will grant a variance for the parking requirement for the clients living in the group homes since it is a pedestrian village and few residents will own cars.
3. Sunset clause: If the project has not commenced within ten years from the date of the transfer of the property to TBV, due to no fault of the County, the ownership of the property shall revert to the County.

2 - INTRODUCTION

There are 3.5 million homeless at some point each year in the United States. Major factors include:

1. Economics - rapidly shifting market, falling wages for unskilled labor.
2. The War on Drugs criminalizes and marginalizes those with substance abuse issues.
3. 62% of the homeless have alcohol-related problems and 58% abuse drugs.
4. 57% have mental health issues, 27% have mental health + substance abuse issues.
5. Deinstitutionalization since the 1950s has shifted mental health systems from institutional to community-based treatment, which only works for those with family support, leaving most of the others living in jail or on the street.
6. Neglect of Veterans - 33% of the male homeless population are veterans.
7. Dysfunctional nature of the automobile-dominated cities and lack of community.
8. Other factors include natural disasters, family dissolution, bad luck, and a lack of a support system.

All of these factors are addressed in the proposed Tiger Bay Village, which could serve adult clients in three categories:

1. Emergency housing and those awaiting evaluation for assignment to temporary or permanent housing either at Tiger Bay Village or in town. Some will get housing or other assistance (like Housing First or Section 8) to reintegrate into the community.
2. Those with addictive disorders leaving the adjacent detox facility. They would undergo a 3-18 month substance abuse rehab program. Others might be assigned to receive medication.
3. Nonviolent clients with mental health issues, including developmental disabilities, who do not belong in jail, but who need permanent care. These persons, who often have substance abuse issues, comprise most of the chronic homeless.

Tiger Bay Village would provide a comprehensive approach to adult homelessness and a cost effective alternative to the current practice of incarcerating nonviolent drug-users and those with mental health issues. Located next door to the existing Pinegrove Center run by Stewart-Marchman-Act, a mental health and substance abuse detox facility, the proposed site is on 80 acres of County-owned land that is already zoned for this purpose. It is on a bus stop, immediately west of the Daytona Beach, on Red John Road, off Highway 92, in a semi-rural location.

Using the same scattershot approach to homeless issues found in most cities across the country, Volusia County has spawned 476 social service agencies, 271 of which are in Daytona Beach. Despite all the efforts of well-meaning agencies and individuals, people live in the woods, in tents, in doorways, or under houses and bridges. Taxpayers spend a fortune for emergency room visits, for law enforcement, for incarceration, for

clean-up, and for the general degradation of our public sphere. Some current local issues are:

- The Volusia/Flagler Coalition for the Homeless' 10 Year Homeless Plan does not adequately deal with the issues which produce chronic homelessness.
- Agencies and expenses related to the homeless are proliferating without much progress.
- There are not enough emergency shelter beds, yet the communities do not want more.
- Street people have the highest impact on negative perceptions of communities, crime and demand for emergency services.
- The vast majority of services in Volusia are only available in Daytona Beach and DeLand, putting an enormous burden on these communities.
- Street people registered at agencies in these communities are factored into community statistics for per capita/household income, crime, education, etc. that effect demographics required for future investment in communities.
- Many agencies are presently seeking to expand services, add new facilities or new facility location sites despite community resistance.
- Social service agencies are not distributed fairly. Some cities get a free ride (i.e., Deltona) while others (i.e., Daytona Beach) carry the major burden.

How the Village Will Help the Homeless

- Creates desired "campus" of centrally located services in eco-friendly surroundings.
- Even if only 1/4 of the 476 existing social service agencies each sponsored one group home at Tiger Bay Village, the village would be completely built and operating expenses covered.
- Provides a central processing center for all adult homeless to help allocate them to appropriate programs at the Village or elsewhere. Easily integrated into the Volusia/Flagler Coalition for the Homeless, which could have an office here.
- Provides an address and secure post office boxes for the homeless in order to receive mail and benefit checks.
- Helps develop a local and national data base, shared by all agencies to track clients for aid, grants, disability, psychological help, safety, security and welfare.
- Will be implemented in phases, taking into account lessons learned.
- Provides a permanent solution for the chronically adult homeless, a solution which is not being addressed or serviced locally, and provides a place for a temporarily adult homeless person to work his or her way back into the broad community.
- Focuses services on citizens with ties to Volusia county – all others will be wait-listed or denied so that locals receive services as first priority.
- Has access to existing Highway 92 and Red John Rd. bus transportation, but is also in an area of county services which will have the least impact on existing cities.
- Separates drug and alcohol users from the clean and sober hierarchically. Gives priority to those willing to permanently end addiction (including tobacco).
- Provides various work-opportunities and a screened labor-force.

- Clients exiting detox at the neighboring Pinegrove facility would have a place to go for a 3 to 18 month program of tobacco, drug and alcohol rehab that would break the cycle of addiction.
- Also provides mental health transition or permanent housing for those mental health clients exiting Pinegrove or incarceration.

How the Village Will Help the Cities

- Reduces costs and vastly improves services.
- Not in anybody's back yard, the project permanently solves the NIMBY issue.
- Provides a new model for other areas to solve their own homeless problems.
- Offers an ideal location for proposed new facilities of Salvation Army, Catholic Charities, Daytona Outreach Center or others to partner as first projects.
- Allows the county and the cities to begin consolidating or eliminating many of the 476 social service agencies, while also radically improving the situation.
- Built on County land adjacent to existing services with group home zoning in place.
- Costs will be spread more equitably among all the cities in the county.
- Provides crime reduction, and alternatives to the high financial and social cost of prison (Florida's incarceration rate is **8 times higher** than Canada's, for example).
- Provides a low-cost alternative to existing failed programs.
- Helps prevent duplication of services and consolidates existing agencies for mutual benefit and economies of scale.
- Will be attractive to private donors looking to see visible and satisfying results.

Some critics have called the plan either a “gulag” or “a country club for the homeless,” but it is neither. While it is true that a village for the homeless would concentrate certain disadvantaged people, such a village would also concentrate services and amenities. The site would also create a vibrant community that specifically addresses the needs of the homeless, while saving money and raising the quality of life for all. Prison is the most extreme form of concentrating and segregating we know of, and the U.S. has the highest incarceration rate in the world, twelve times higher than Northern Europe. We have not seen these levels since the Stalinist gulags of the former Soviet Union. Studies have shown that treatment is vastly more cost-effective than incarceration. According to a 2008 draft of the Volusia-Flagler homeless plan (*Come Home: A roadmap to end homelessness in Volusia and Flagler Counties*):

As in many other social areas, investment in prevention holds the promise of saving money on expensive systems of remedial care. The Florida Department of Corrections estimates that if 16,880 inmates and probationers received substance abuse treatment, the cost avoidance in capital outlay would save \$277,613,065 in one year!

Randy Croy, director of Serenity House (now Haven Recovery), did an informal study at a small rural rehab facility in West Volusia that showed a 93% savings from those clients who went through an 18-month-substance-abuse program, one which Tiger Bay Village would provide. His report is included in this proposal. Detox only lasts 3 to 7 days but the drug or alcohol abuse leaves altered brain function, which should be reversed during a longer program for the recovery to last. Keeping the client in a safe, inspiring environment away from temptation is crucial.

There should be an alternative to being locked up in prison or living on the street that addresses the specific needs of the chronically and the temporarily adult homeless person. From countless discussions with social workers and with the homeless in formal meetings, on the streets, in soup kitchens, and in their encampments, we see the need for a centrally located village, outside the inner city or other high crime areas, with an open-door policy for any peaceable individual, no matter what his or her addiction or social or economic problem.

Studies have shown that even the smallest appearance of neglect tends to precipitate a downward spiral in vandalism and crime. Panhandling, trashy encampments, littering, public intoxication, and disturbing the peace, all contribute to an unraveling of the social fabric—not to mention the crimes perpetrated on the homeless by angry or misguided citizens. Locating shelters, feeding stations, drug rehab facilities, and other services in high-crime areas tends to compound the problem and contribute to inner city decay. The piecemeal approach, including giving out meals and offering services here and there, taking people to the ER or jail when they have passed out in public or are perceived as causing trouble, is very expensive and non-productive.

The burden is not and cannot be shared equitably when services are concentrated in certain cities. Volusia County's largest city, Deltona has only 2.7% of the social services, while Daytona Beach supplies 56.9% of the services.

Tiger Bay Village would not be a Hooverville; it would be a real community with a full range of amenities and services that would cost less than the County's current approach. Close to the population center of the county, three miles west of I-95, the County-owned site already has a variety of related services, including a bus stop, a county jail, a state prison, and various drug-rehabilitation centers. A lakeside village surrounded by a forested greenbelt could host architecturally appealing group homes, each one housing 15 clients. Tiger Bay would be built in stages as needed. No one need be required to live there, unless mandated by terms of probation. The Village would provide work opportunities in the form of Village construction and maintenance. Little shops in the village's center can create work opportunities and process rehabilitated donated clothes and furniture for sale to the public. A clinic could provide preventative health care and services at a fraction of the cost of emergency rooms, where even simple procedures now cost thousands of dollars. The residents could help build and maintain the village and tend a commons in the form of a community garden and orchard. There could be a labor-placement service to provide certified and

prescreened workers to local businesses, something that would build confidence among area employers.

The village could meet the needs of the temporarily homeless and also the needs of those who, for their own safety and the safety of others, should have some buffer from the world. Those who are qualified for existing urban programs such as “Housing First” would be referred out. For much less than it spends now treating the homeless like packs of stray dogs, we could instead enable them to have housing and amenities that would be a temporary stop for most and a permanent solution for some. Societies pay dearly for the misery that unhappy and maladjusted people inflict upon themselves and others. When their basic physical and psychological needs are not met, people’s psychiatric needs are impossible to address. Everyone needs food, clothing, attractive shelter, meaningful work, a sense of purpose, love, hope, empowerment, community solidarity and a connection with nature. Without these values, even the most privileged among us would have a hard time finding fulfillment.

Funding cutbacks dating back to the 1970s and even earlier have driven many of those suffering from mental disabilities into the street. Combined with other homeless people, these people find themselves scorned and resented as they shuttle among agencies and charities. Spreading the services around has only limited applications because such procedures are inefficient and create powerful resistance from those who, understandably, do not want homeless services and shelters in their neighborhood. These social tensions ensure that the homeless are driven into depressed, crime-ridden areas where their psychological needs cannot be properly met, thus increasing the odds that they will end up in jail. These tensions also set up confrontations between the homeless and assistance centers on the one side, and law enforcement, property owners, residents and business people on the other. Resentment frequently explodes into outright violence against the homeless.

Instead of developing effective social institutions, or having rational public policy, our society has built jails and prisons. Building pedestrian villages for the homeless, like Tiger Bay Village, would essentially solve the problem of the chronically homeless. Such a project would also attract those who would otherwise commit crimes to get out of the weather and could act as a transitional community for those leaving jail or prison. It can be an alternative to jail, especially for those non-violent offenders with drug or mental health issues. Instead of expanding the county jail, we can help people learn to be better citizens while spending less. A village resident will have a chance to improve himself, instead of being surrounded by criminals who are teaching him to be a better criminal. We do not have all the answers, and some details will have to be worked out as we go along; nevertheless, we believe we can create a compassionate, effective, and affordable model for solving the homeless crisis that can work anywhere. It’s worth a try.

3 - LESSONS LEARNED ELSEWHERE AND WHY WE NEED A FRESH APPROACH TO HOMELESSNESS

Both the scattershot approach, and inner city shelters, even when they are centralized, pits the homeless and their advocates against business and homeowners. A sampling of homeless problems in other American cities shows why we have to try the comprehensive village approach:

1. **Examples of 100 American cities where the homeless are being criminalized**, “Illegal to be Homeless : the criminalization of homelessness in the United States,” by the National Coalition for the Homeless, 9-16-03:

<http://www.la.unm.edu/~ann/CriminalizationofHomelessnessinAmerica.html>

2. **“Battle of Atlanta:** fight over a downtown homeless shelter strains some down-home ties,” by Terry Carter, ABA Journal, 1 May 2011. A battle between business owners and a homeless shelter resulted in a loss of a building where the homeless were living.

http://www.abajournal.com/magazine/article/battle_of_atlanta_fight_over_a_downtown_homeless_shelter_strains/

3. **Dallas:** The Bridge Homeless Center shows why the “one stop approach” is better, but the location was contentious: <http://www.dallasobserver.com/2008-05-08/news/dallas-the-bridge-homeless-center-s-progressive-approach-may-actually-make-a-difference/>

4. **Panama City:** The Panama City Rescue Mission is a one-stop homeless shelter that helps both adults and children. <http://www.pcrmission.org/index2.html>. [Back to HomePage](#). However, they also have issues over their location and expansion: “City of Springfield and Panama City Rescue Mission at odds over Bethel Village expansion,” by Meredith TerHaar, Channel 7, 7-16-10.

5. **San Augustine:** Community resistance to expansion and relocation of the St. Frances House emergency homeless shelter: “PZA rejects homeless shelter’s move” by Peter Guinta, The St. Augustine Record, 9-17-10. <http://staugustine.com/news/local-news/2010-09-17/pza-rejects-homeless-shelters-move>

6. **Seattle:** Seattle’s approach emphasizes the “Housing First” strategy. Keeping people from losing housing and then helping them with housing if they are able to function well in the cities, is practical, compassionate and cost effective. <http://www.seattle.gov/humanservices/emergencyservices/shelter/default.htm>

7. **Savannah, GA:** Union Mission: <http://www.unionmission.org/> Article: “Do the homeless belong here? Latest crackdown revives debate about how to handle hard-core homeless in downtown Savannah.” Savannahnow.com/Savannah Morning News <http://savannahnow.com/stories/072002/LOChomeless.shtml>

4 - OTHER TYPES OF VILLAGES SIMILAR TO TIGER BAY

1. **Rainbow Omega**, near Eastaboga, Alabama is a non-profit community of 76 people with developmental disabilities living in group homes in a village-like rural setting. Founded in 1995, it has a vocational center with contract work and greenhouses and is surrounded by a forest. Web site and video tour: <http://www.rainbowomega.org/>
2. **Village of Hope campus Project**, 196-bed “totally faith-funded” transitional housing program for Orange County (CA) homeless men, women and children opened in March 2008 on the former El Toro Marine Corps Air Station. It has the feel of a college campus, with dormitory-style living. The project began 14 years ago and is called “the most comprehensive program in the county.” It has a fully computerized adult learning center, a 6,000-square-foot health care center, a child development center, vocational training classrooms, a chapel, 4,000 sq. ft. kitchen and vegetable gardens and “beauty,” including a craftsman-style home. It was founded by ordained minister and political conservative Jim Palmer. <http://bit.ly/IYM15Q>
3. **Dignity Village**, a Oregon 501(c)(3) membership-based non-profit organization that functions legally as a transitional housing campground with 50 code-compliant 10 x 10’ or larger houses made of recycled materials. In Portland, Oregon.
http://en.wikipedia.org/wiki/Dignity_Village
4. **Palmetto Addiction Recovery Center** has a 70-acre campus in a “beautiful rural setting on Lake LaFourche,” 30 miles from Monroe, LA. It has 92 client beds in 11 lake-front cabins, a basketball and tennis court, and meeting areas. For adults only. Average 90-day stay in the secluded village-like compound.
<http://www.palmettocenter.com/aboutUs.php>
5. **Penn Foundation Campus**, including Village of Hope, a non-profit, temporary housing program for homeless adults near Sellersville, PA who have been diagnosed with both a mental health and substance use disorder. The campus provides behavior health services in a semi-rural setting. <http://bit.ly/jU5btI>

The concept of rural retreats for addiction recovery or the specialized needs of the developmentally disabled, or those with mental health issue is well established. The semi-rural location of Tiger Bay Village, on the edge of Daytona Beach, with public transportation and the adjacent detox facility provides the best of both worlds.

5 - ADDRESSING GOALS OF “10 YEAR ROADMAP”

In 2008, the Flagler/Volusia Coalition for the Homeless published *Come Home: A roadmap to end homelessness in Volusia and Flagler Counties*. They concluded:

1. Funding is inadequate to meet the need,
2. Enhanced coordination and collaboration between agencies is paramount;
3. There is negligible keeping or sharing of data with no concerted effort to eliminate duplication of efforts and services.
4. There is limited tracking to determine effectiveness of assistance given, and limited consolidation of outcomes to share information about what works and what does not.

Tiger Bay Village would address these goals in four ways:

1. By providing a workable model that is efficient and compassionate, Tiger Bay Village will find relative easier funding compared to the current scattershot approach spread over 476 agencies in Volusia County.
2. Tiger Bay could act as a central processing center for the adult homeless requiring coordination and cooperation from the other agencies.
3. The Veteran’s Health Administration now administers services for one third less cost than Medicare, and they do a better job. Tiger Bay Village would help create a national data bank, much as the VHA was able to drastically improve services by digitizing and centralizing the health records of all vets. All social service agencies would be inclined to participate in coordinating records. The data bank should be nation-wide to keep track of identities, arrests, mental and physical health, and benefits being paid out. The VHA data base can be coordinated with the Tiger Bay Village clinic.
4. Tiger Bay would be built on the collaborative model, with a tracking models for every individual who enters the system. This procedure would drastically reduce duplication of services, fraud and waste.

On page 3 of the 10-year plan, the Coalition voted unanimously to adopt this statement by the Halifax Daytona Chamber of Commerce:

“Those who choose homelessness are a small segment – less than 10% of all homeless. The efforts of service providers and community resources are not targeted at those who choose to live outside society’s rules, but are exclusively targeted at those who want help to end homelessness.”

Tiger Bay Village would target the entire spectrum of adult homelessness, including “those who live outside society’s rules,” partly by breaking some of the inefficient rules

the homeless industry has been making. The Coalition essentially wrote off the chronic homeless, the segment of the adult homeless who create the highest demand on services and who also have the largest impact on communities. While there may be disparate contrarians who will refuse substantive help and continue to live on the street or in the woods, our dozens of interviews with the homeless have not turned up people who were not interested in at least giving Tiger Bay Village a try. Some of the chronic homeless are able to live on handouts because people realize that the existing system has failed and they take the direct approach to helping the homeless. If Tiger Bay Village existed, people might feel much less pressure to give handouts and “enable” those inclined to live outside of society’s rules.

6 - LOCATION MAP & SITE PLAN



7 - COST ANALYSIS OF PHASED CONSTRUCTION

Tiger Bay Village could be entirely funded even if only one-fourth of Volusia County's 476 social service agencies each sponsored one group home at the site.

2011: workshop and council vote for approval of land being transferred to newly created 501(c)(3)

2012 -2022:

Funding for Development and Operating Expenses:

1. Initial pre-development costs have been donated.
2. Land is donated by Volusia County. Permit and impact fees are waived by County.
3. All of the design, civil engineering and legal expenses will be donated.
4. Private donors (two of whom have already financed the website and one has pledged her entire estate to Tiger Bay Village).
5. Non-government agencies.
6. State and federal grants.
7. Residences contribute most of their income from disability, Social Security or work. "In-kind" donations will come from clients who help build or maintain the village.
8. Agencies that relocate or expand to Tiger Bay Village.
9. Cities within the county and the county may allocate funds after it is shown that financial benefits have resulted from efficiencies, cost savings and the consolidation of social service agencies. Savings and other benefits are also expected from fire, police, reduced crime, lower incarceration rate, and raised quality of life.
10. Most importantly, the existing 476 social service agencies in Volusia can consolidate for mutual benefit. **Group homes can be sponsored by individual agencies** in order to help a particular sort of clientele or try a different approach. Tiger Bay Village could be entirely funded even if only one-fourth of Volusia County's existing agencies each sponsored one group home at the site. Individual agencies can still maintain their individual identities or faith-based missions while reducing bureaucratic waste and becoming more effective. We can have United Way House, Catholic Charities House, Salvation Army House, or a house named after a sponsoring individual donor, for example.

Note: Each phase may be itself be broken into smaller phases, according to budget constraints. All construction is LEED certified. The retention pond will preserve a wide buffer of the original forest and will be as healthy and beautiful as a natural pond.

The pre-development has already been funded through private donations.

Phase 1: \$2 million. Surveying, building of pond, raising of grade, infrastructure, Entry road, fire road, pedestrian lane, sidewalks, parking, well, irrigation and landscaping.

Phase 2: \$1,744,000. Group Home: Construction of prototypical group home for 15 clients. 32' x 96' including front porch (or 32' x 50 if two-story). The 8' x 16' rear porch is handicap accessible. Estimated cost per bed is \$16,000 (15 x 16,000 = \$224,000). Single occupancy rooms, including closet, are 8' x 12.' Double-occupancy rooms are 11' x 12.' There are two bathrooms, office, kitchen, pantry, dining, living, a coat closet and lockers. Estimated cost in 2011 dollars: \$224,000.

Main Building: Construction of the first stage of a central administrative building plus housing for 15 clients (mostly those transferring from Stewart Marchman/ACT rehab, which is next door). The plan shows a 10,000 sq. ft. building, (plus 1,920 sq. ft. 12 x 160' porch) and will include bathrooms, showers, lockers, dining hall, processing center, meeting hall, labor hiring agency, library, donated clothing shop, psychological counseling, health clinic and offices. Other agencies will also be represented here. There will also be a community garden, parking, landscaping, sidewalks and security. There may also be a sheriff or police sub-station here at some point. Estimated cost: \$1,500,000.

Temporary Housing: Possible temporary tent compound for up to 100 people. Cost = \$20,000.

Phase 3: \$2,880,000. Twelve group homes for 180 residents.

Phase 4: \$5,760,000. Twenty-four group homes for 360 residents.

Phase 5: \$2,400,000. Construction of north and south wings to central facility (10,000 sq. ft each, plus porches). Adds 30 residents, cottage industries, offices and facilities for various agencies joining together for mutual benefit.

Phase 6: \$5,760,000. Twenty-four group homes for 360 residents.


Phase 7: \$14,400,000. Sixty group homes for 900 residents.

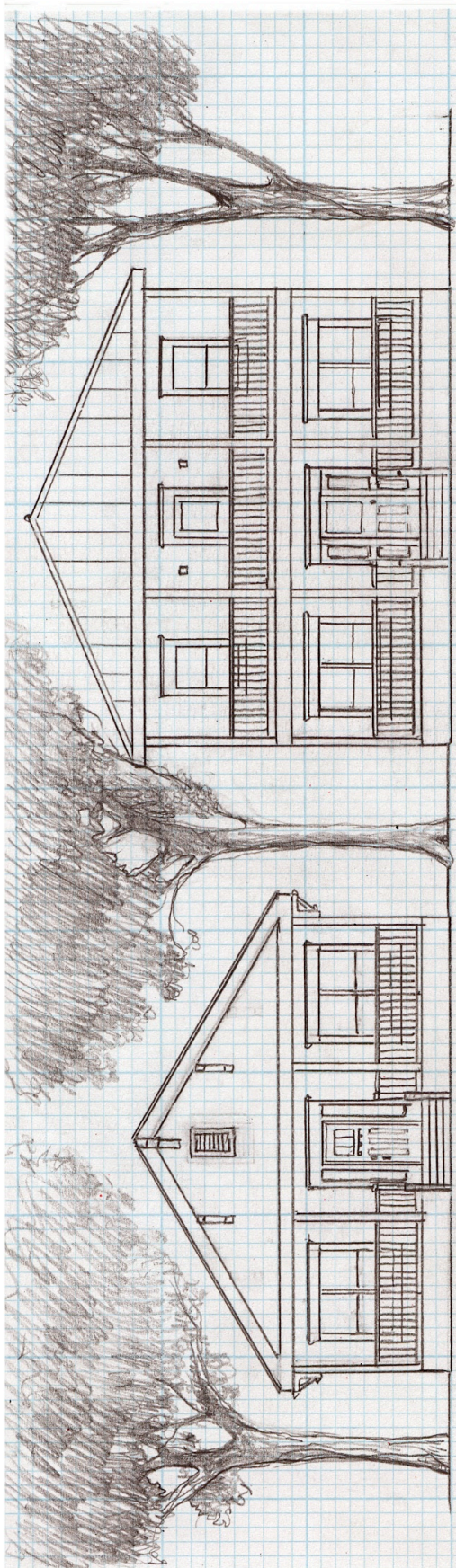
Phase 8: Future uses to be determined.

Phases 1-7 will accommodate 1,860 clients. Total estimated development cost through the first seven phases, in 2011 dollars, is \$34.2 million, which is far less than the \$45.5 million Volusia County Courthouse in DeLand built in 2001. Operating expenses will depend on the intensity of care per client. Because of economies of scale, and other savings, operating costs are expected to average far less than prison or other group homes, including significant mitigation from those who receive income, disability, Medicaid or Social Security. Some of the group homes may be managed with the help

of more responsible clients who have leadership qualities. The Village will create a wide variety of jobs.

8 - LETTER FROM CIVIL ENGINEER REGARDING PLAN

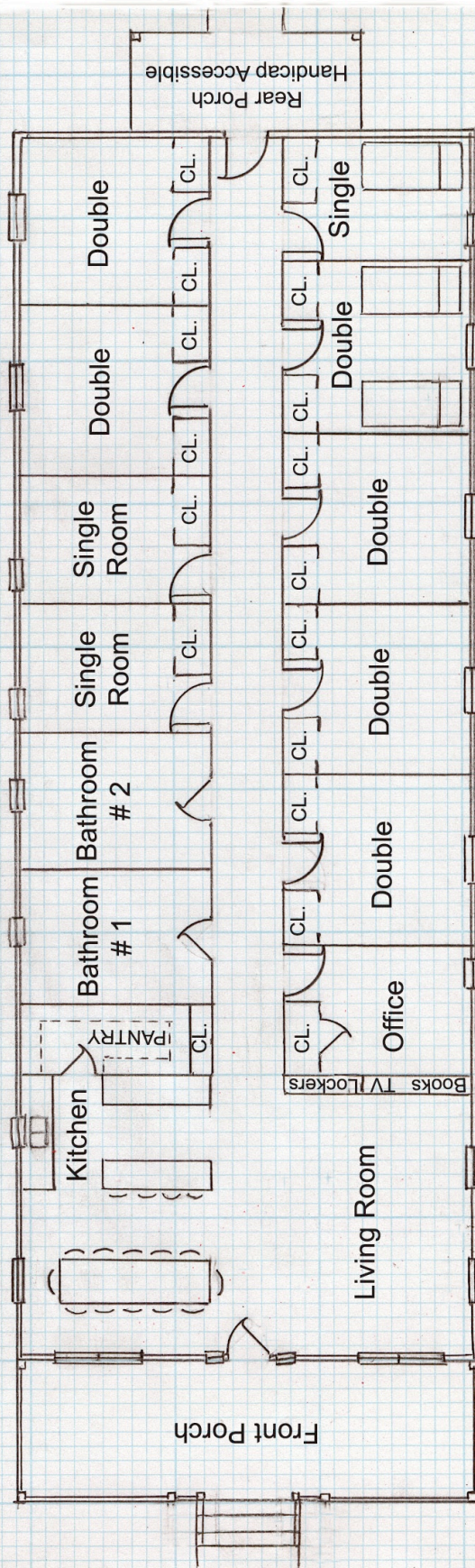
| | |
|---|--|
| EPI ENGINEERED PERMITS, INC. | 311-A S. Woodland Blvd., DeLand, FL 32720 Phone 386-734-0830 Fax 386-734-8226 epi@epieng.net COA#26298 |
| May 4, 2011 | |
| Villages for the Homeless Michael E. Arth 302 South Hayden Avenue DeLand, FL 32724 | |
| Subject: Tiger Bay Village | |
| Dear Mr. Arth: | |
| I have reviewed the proposed plan for the 80-acre Tiger Bay Village development, and find that the project has great potential and merit. The conceptual site plan utilizes natural-style stormwater features and enhances the existing wetlands within the project site. The plan also makes use of a 30' to 50' buffer strip of the existing forest along the edge of the proposed stormwater pond. This ensures the stormwater area appears to be a natural pond with all of the attendant benefits. | |
| I am a civil engineer who has done a large number of projects involving extensive site grading and wetland mitigation and enhancement, including the Volusia County Sheriff's Barn in the same area. It is my intention to donate my professional engineering services to advance this valuable project that will enhance the community and reduce costs. | |
| If any additional information is required please feel free to contact me at 386-490-5474 or by email at mwojtuniak@epieng.net . | |
| Sincerely, Engineered Permits Inc. | |
|  | |
| Michael Wojtuniak, P.E. President | |
| 1 of 1 | |



One-Story Group Home

Two-Story Group Home

**GROUP HOMES
FRONT ELEVATION**



TYPICAL ONE-STORY GROUP HOME FLOOR PLAN
FOR 15 CLIENTS - 32' x 96' including 10' x 32' Front Porch

10 - Tiger Bay Village Milestones 2007 - 2011

11 January 2007: After the fatal shooting of transient Hector Gonzalez by a neighbor, and a string of knifings and break-ins related to the homeless, a Downtown DeLand Garden District neighborhood meeting was sponsored by realtor Maggi Hall. At the meeting, Michael E. Arth proposed a village for the homeless to be built on county land near the existing Stuart Marchman/Act drug rehabilitation center.

Initial reception was highly supportive. A January 13, 2007 News Journal article about the village quoted various leaders in the homeless industry:

“We’re not just talking about the problem; we’re talking about the solution,” said Lindsay Roberts, director of the Volusia/Flagler Coalition of the Homeless, “That’s wonderful.”

“There’s going to be no reason for them to be in town if all their services are out there,” said Adam Colando, president of the Stetson Students’ Coalition to End Homelessness. “It’s like a one-stop, get-back-on-your-feet shop.”

Linda Brown, executive director at the Agape Clubhouse (which feeds the homeless), who is now on the interim board of directors for Tiger Bay Village said at the original meeting, “We’re willing to support any way we can because we want the same things. I’m excited about the the fact that we have people in town who have a vision to help the homeless.”

There was premature media coverage at that time that created some unwelcome reactions.

Subsequently it was clarified that the village would be for the ADULT homeless. (Families with children would be reintegrated into the community as soon as possible through other programs.)

13 January 2007: Attorney Mark Watts of Cobb, Cole and Cole agreed to do pro bono work for the project.

14 January 2007: Arth and Adam Colando spoke with Patricia Dewsbury, Nurse Manager for eight years at Pinegrove, regarding the Stewart Marchman/ACT center, which would be next door to Tiger Bay Village and become an integral part of the complex. Pinegrove is one of two primary Baker Act receiving units in the county. Halifax is the other.” Dewsbury said, “The average stage here is three days. We have a difficult time with discharging the homeless. Discharge is one of the most difficult aspects of rehab. The dischargees often have nowhere to go. Anything we can do to reduce the homeless problem will help. It would be great if they could just walk over to the village.”

17 January 2007: Arth meets with Volusia County Chair Frank Bruno, Adam Colando and Lindsay Roberts in his office. The proposed site has been designated, and concerns are raised about financing, scale and staging of the project. Roberts recommends “breaking it into Lego Box-size pieces.” Arth agreed that after the infrastructure is built, the village would be built incrementally, one building at a time as needed, allowing time for the uses to evolve. At this point it was thought to include both group homes and individual cottages, but the idea of individual cottages was later dropped as being too expensive and subject to a zoning change.

The Villages for the Homeless assumption is that society spends too much money with a scattered, inefficient social agencies that do not treat the whole person, which a community designed for that purpose could do better and for a fraction of the cost. “My philosophy is that it costs a lot less to do what’s right by the homeless than to keep putting Band-Aids on the problem,” Arth said in a News-Journal article (1-19-07). “Somebody has to stick their neck out....It's a temporary facility for people making the transition (into society) and it's a permanent facility for people who can never make the transition.”

26 January 2007: A public exploratory meeting was held at Arth’s office in DeLand to discuss Tiger Bay. A vote was taken, and two-thirds (22) of those attending supported the project with 7 maybes and 2 nos.

Columnist Bill Hall, now on the Tiger Board Advisory Board, who had volunteered for a homeless agency previously, was also in attendance. He had already talked about a “campus-style” solution previously.

6 February 2007: The Halifax Chamber of Commerce recommends for a homeless village in the middle of the county.

20 February 2007: A public forum was held with an eight-person panel at Stetson University to discuss Tiger Bay Village and homelessness.

2 March 2007: Michael Arth met with Randy Croy at Serenity House West to look at the five acre site and explore the idea of expanding the existing facility, which already has an 18 month program of drug and alcohol rehabilitation.

27 March 2007: The board of directors at Serenity House voted to continue developing plans for Serenity Lake Village.

11 April 2007: Michael Arth, Randy Croy and Jody Malzman, a police officer from Tavares, met with 9 county representatives in a Technical Review Committee regarding the Serenity House site, which is zoned A-1 with a special exception for group home. They were told they would have to get an amendment to the comprehensive plan and apply for a MPUD or a RPUD because of the setback issues and land use changes. They considered doing the pre-application for the PUD, but it would take 2-3 years to get through the whole process, and there were multiple problems with the site. Most

dauntingly, the current site is limited to only five acres with the possibility of expanding to ten acres only after a battle with neighbors who would be expected to fight the project. Arth and Croy were discouraged from pursuing this site. Mr. Croy subsequently presented it to his board of directors, and they decided to not go forward. After this, only the Tiger Bay Village site was viable.

21 February 2008: Michael Arth attended a meeting in Daytona Beach regarding a plan by the Salvation Army to put in a \$6 million, 170-bed shelter near North Street and North Ridgewood Avenue. Arth proposed that the Salvation Army partner with Tiger Bay Village instead, and suggested they could retain their own identity and have autonomy over their own facility within the village.

January 2009: The Halifax Chamber Boardroom, consisting of Jim Cameron, Chris Challis, Steve Dennis, Bill Hall, Linda White and Andrew Young, questioned the Coalition for the Homeless's 10-Year Plan by asking "Is this a compassionate and comprehensive plan?" and "Because this new 'hub' will exist within the city boundaries of Daytona Beach, it will result in the following (problems):

- The unserved population is not addressed
- The city will be requested to fund gaps in program budgets
- There will be increased demand for city services such as police and emergency.
- These agencies are government and non-profit and will pay little or no property taxes.
- The surrounding property values in the downtown area will decrease, thus lowering the tax base.
- The US 1 gateway into Daytona Beach will not be attractive to investors for future development,
- Surrounding municipalities will not feel compelled to obligated to contribute financially.
- Local residents and business owners near the proposed "hub" were NOT included in drafting the "Plan."

8 January 2009: An elderly donor, who has given generously to homeless agencies in the past, pledged her entire estate to Tiger Bay Village.

16 March 2009: The website, www.villagesforthehomeless.org, was launched thanks to two anonymous donors.

13 May 2009: Arth met with Technical Review Committee (TRC) of the Volusia County Land Development Office. The report which followed was favorable for the Tiger Bay Village site with no major obstacles presented. The existing Public Zoning Classification (P) already allows the proposed use. (See full report below).

21 May 2009: Another TRC was held after an alternative site immediately west of the county jail was proposed by Danielle Dangleman, Environmental Specialist. After Arth had meetings with the County Correctional Facility director, Marilyn Ford, and the County Chair, Frank Bruno, the original site was restored, taking in account the necessity of a redesign in order to avoid wetlands.

23 December 2010: On “BBC World Update,” which also aired on NPR, Dan Damon presented a program on homelessness, which included a segment on the proposed Tiger Bay Village and an interview with Michael Arth.

28 April 2011: Daytona Beach City Commissioners held a workshop on homelessness. Some observations:

“[Commissioners don’t want new agencies coming into the struggling pockets of the city targeted for revitalization...and were candid about their frustration with Daytona Beach shouldering the vast majority of the responsibility in the area.]”

“Commissioners turned down [Catholic Charities’ request for a new center on Ridgewood] in 2008, and again in 2009. By an October 2009 meeting, commissioners were one vote away from making it illegal for a slew of agencies that help the poor and homeless to start up or expand in the redevelopment areas.”

“Woods and Commissioner Edith Shelley were adamant about their discomfort with allowing things such as food pantries and substance abuse centers in redevelopment areas. ‘I think this is huge step backwards,’ Wood’s said. ‘The goal of a (Community Redevelopment Area) is to eliminate blight.’ Shelley Said. City Commissioner Rob Gilliland said commissioners haven’t done much yet to help people complaining about social service agencies in their neighborhoods.”

“We need a comprehensive plan to deal with the homeless,” Henry said.

“Mayor Glenn Richey agreed. **‘We’re not doing a good job with the current system,’** Richey said. ‘We desperately need to work on that in the future.’”

August 2011: Tiger Bay Village is scheduled to go before the Volusia County Council. By this time, the plan will have evolved over nearly five years through at least five iterations and three TRCs, as well as countless meetings involving Volusia County staff, representatives from different cities, the homeless, local politicians and various social service agencies.

11 - Volusia County Technical Review

A technical review, dated May 13, 2009, with 11 committee members, showed no serious obstacles to the plan. The water and sewer would be from Daytona Beach. There is an existing bus stop and good vehicular access.

TECHNICAL REVIEW COMMITTEE COMMENTS

May 13, 2009
Tiger Bay Village
2009-F-TRS-0191

BUILDING CODE ADMINISTRATION

Randy Roberts, Commercial Plans Examiner

Tiger Bay Village

2009-F-TRS-0191

Specific:

1. The project is located in an Undetermined Flood Zone.
2. The structures will need to be a minimum of 1 ft. above Base Flood Elevation as determined by a Florida Registered Engineer.

* * * * *

COMPREHENSIVE PLANNING

Susan Jackson, AICP, Planner III

Tiger Bay Village

2009-F-TRS-0191

Specific:

No comments were received.

* * * * *

DEVELOPMENT ENGINEERING

Joe Spiller, Civil Engineer II

Tiger Bay Village

2009-F-TRS-0191

Specific:

1. The parcel is a legal lot.
2. The site falls totally within the 100 year floodplain.
3. Stormwater is required.

* * * * *

ENVIRONMENTAL PERMITTING

Danielle Dangleman, Environmental Specialist III

Tiger Bay Village

2009-F-TRS-0191

Specific:

1. Wetlands must be delineated and verified by the state. Wetland and buffer boundaries must be located on the plans.
2. A minimum 50 foot buffer is required from wetlands on this site. Any encroachment will require a Wetland Alteration Permit with a mitigation plan and justification for the encroachment. Staff will be looking for minimization and avoidance of impact with no net loss or change in function. County regulations are more stringent than St. Johns River Water Management District.
3. Fifteen (15) percent of the total site shall be designated for the protection of existing trees. The tree preservation areas must be clearly labeled on the plans.
4. Historic trees shall only be removed or relocated upon approval of County Council.
5. The project must comply with County specimen tree preservation requirements per Sec. 72-843 of the Land Development Code. Specimen trees shall only be removed or relocated in accordance with a permit issued by the County Forester.

6. A tree survey will be required for trees over 6 inches in diameter at breast height with specimen and historic trees noted. The tree survey must identify pine and hardwood trees by specific species.
7. Tree removal and replacement calculations must be submitted for all trees over 6 inches in diameter at breast height removed on site. Existing trees between 2 inches and 6 inches may count toward replacement.
8. Per Land Development Code Sec. 72-838, each lot will be required to meet the minimum tree coverage standard of one tree per 2,500 square feet of lot area (rounded up to the nearest whole tree).
9. A biological survey must be provided. This survey should document the types of habitat on the site and indicate compliance with state and federal rules concerning protection of threatened and endangered species.

* * * * *

FIRE SAFETY

Mike Garrett, Fire Safety Inspector

Tiger Bay Village

2009-F-TRS-0191

Specific:

No comments were received.

* * * * *

HEALTH

James McRae, DOH/Volusia County Public Health Unit

Tiger Bay Village

2009-F-TRS-0191

Specific:

No comments were received.

* * * * *

SCHOOL BOARD

Marian Ridgeway, Real Estate Specialist

Tiger Bay Village

2009-F-TRS-0191

Specific:

No comments were received.

* * * * *

SOILS

Dave Griffis, County Extension Director

Tiger Bay Village

2009-F-TRS-0191

Specific:

As requested, I reviewed the proposed request. Soils appear to be:

1. #56 Samsula muck. This very poorly drained, nearly level organic soil occurs in broad low flats, small depressions, freshwater marshes and swamps. The water table is at or above the soil surface in wet seasons. Depth of muck is usually less than 36 inches thick. This soil has a very low potential for community development with, excessive humus, standing water, excessive wetness and low soil strength the major limitations.
2. #60 Smyrna fine sand. This poorly drained, nearly level sandy soil occurs in flatwoods and low areas in sand hills. The water table is within 10 inches of the surface in wet seasons. The potential is low for community development with excessive wetness the major limitation.

* * * * *

SURVEY

David H. Kraft, PSM, County Survey Manager

Tiger Bay Village

2009-F-TRS-0191

Informational:

A certified Boundary and Location survey of the subject property performed within the last two years is required for this project, prepared by a Florida registered surveyor, showing the boundaries of the project and any existing streets, buildings, watercourses, easements and section lines.

* * * * *

TRAFFIC

Renee Mann, Engineering Assistant

Tiger Bay Village

2009-F-TRS-0191

Specific:

As requested, the Traffic Engineering Division has examined the subject future Final Site Plan and submits the following comments required by the Volusia County Land Development Code (VCLDC):

1. A commercial driveway is required. The driveway must be a minimum of 24 feet wide with minimum 30-foot radii.
2. Since this is a pedestrian facility with residents walking to the facility, provide a sidewalk along Red John Road from the facility to US-92.
3. A 30-inch STOP sign, 24-inch wide white thermoplastic stop bar and 25 feet of 6-inch double yellow centerline striping will be required for the driveway.
4. The minimum distance from a driveway to a structure or property line shall be 5 feet.
5. Streetlighting will be required.
6. Handicap parking is required in accordance with the attached detail.

7. Additional comments may be provided at the Final Site Plan stage.

Please contact Renee Mann, Engineering Assistant, at (386) 736-5968 extension 2523 regarding the preceding comments.

* * * * *

UTILITIES

Junos Reed, Civil Engineer III

Tiger Bay Village

2009-F-TRS-0191

Specific:

Utilities Engineering staff has reviewed the inquiry and has no comments.

* * * * *

ZONING

John H. Stockham, ASLA, Planner III

Tiger Bay Village

2009-F-TRS-0191

Specific:

1. The proposal shall be listed as Treatment Centers and Group Homes per the uses that are listed in the Public (P) zoning classification list of permitted uses. There may be several actual Group Homes proposed for the site, since per the definition of Group Home, each residence is limited to 15 residents, with a minimum of four residents. It appears that the site plan proposal is to accommodate a whole village of residents, which could number in the hundreds of persons residing here. (Zoning Ordinance 80-8, as amended)
2. The site shows more than the required 5 acres and the setbacks for the buildings appear to meet the 50 ft. requirement. The existing trees and understory vegetation appear to meet the landscape buffer requirements as long as the buffers are maintained at 20 ft. of width adjacent to all common boundaries, including street frontage. (Public Zoning Classification and Section 72-284, Zoning Ordinance 80-8, as amended)

3. Off-street parking would be based on all of the different types of uses at the site, including the general offices at 1/300 sq. ft., places of assembly at 1/40 sq. ft. of seating area, and for the boarding at 1.5 spaces per bedroom or unit, all per Section 72-286 of Zoning Ordinance 80-8, as amended.

* * * * *



Charlie Crist
Governor

Ana M. Viamonte Ros, M.D., MPH
Surgeon General

May 12, 2009

Palmer M. Pantan, Land Development Manager
Volusia County Land Development Department
123 W. Indiana Avenue
DeLand, Florida 32720

Re: 2009-F-TRS-0191/ RSN 543985

In reference to the above-captioned project, the FDOH Volusia County Health Department Environmental Health Section offers the following comments:

Project consists of a proposed Treatment Center and Group Home facility for the adult treatment of drug and alcohol related issues located at the west side of Red John Road, northwest of the Stewart Marchman Crisis Complex, approximately 900-ft. north of US Hwy 92, in the Daytona Beach area.

Potable water and sanitary sewer will be supplied by the City of Daytona Beach.

The proposed swimming lagoon will require a permit from this Department. Please note that bathing areas other than swimming pools must meet certain criteria for water flow. Small lakes and ponds are unable to meet these requirements and are typically not permitted. For information for permitting the swimming lagoon contact Lee Faircloth at (386) 274-0717.

Any proposed irrigation wells, irrigation systems and landscaping shall comply with applicable portions of Volusia County's Water-Wise Ordinance. Permits for construction of irrigation wells and irrigation systems must be obtained from the Engineering Division of this department. Please contact Wendy Volkman, Environmental Specialist, at 386-424-2077 for more information.

If you have any questions concerning this letter please do not hesitate to call me at 386-736-5431.

Britt Williams
Environmental Specialist

cc: Jim McRae, VCHD Environmental Health Division

Volusia County Health Department
Environmental Health

Phone (386) 424-2061

717 W. Canal St
New Smyrna Beach, FL

Fax (386) 424-2019

TECHNICAL REVIEW COMMITTEE MEETING
Tiger Bay Village
May 13, 2009

| <u>Name and Title</u> | <u>Phone Number</u> | <u>Activity/Email</u> |
|---|----------------------------|--|
| Palmer M. Panton, Land Development Manager | 386/736-5942 Ext. 2736 | Land Development PPanton@co.volusia.fl.us |
| Martine Wallenberg, Planner II | 386/736-5942 Ext. 2412 | Land Development MWallenberg@co.volusia.fl.us |
| Sherri LaRose, Land Development | 386/736-5942 Ext. 2002 | Land Development SLarose@co.volusia.fl.us |
| Jay Preston, P.E. County Development Engineer | 386/736-5926 Ext. 2467 | Land Development JPreston@co.volusia.fl.us |
| Joe Spiller, Civil Engineer II | 386/736-5926 Ext. 2466 | Development Engineering JSpiller@co.volusia.fl.us |
| Danielle Dangleman, Environmental Specialist III | 386/736-5927 Ext. 2734 | Environmental Management DDangleman@co.volusia.fl.us |
| Britt Williams, Health Department | 386/822-6241 | Health Department Britt_Williams@doh.state.fl.us |
| Randy Roberts, Commercial Plans Examiner | 386/626-6591 | Building Department RRoberts@co.volusia.fl.us |
| David Griffis, County Extension Director | 386/822-5778 | Soils DGriffis@mail.ifas.ufl.edu |
| Scott Ashley, Planning Manager | 386/943-7059 Ext. 2014 | Zoning/Current Planning SAshley@co.volusia.fl.us |
| John H. Stockham, ASLA Planner III | 386/943-7059 Ext. 2617 | Zoning/Current Planning JStockham@co.volusia.fl.us |

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12 - Tiger Bay Village Advisory Board

Michael E. Arth, Chair. Urban Designer and Policy Analyst, founder of villagesforthehomeless.org, michaeelearth@earthlink.net, 386 956 1554.

“Because those bureaucrats whose jobs depend on maintaining the status quo are not solving chronic adult homelessness, we urge the county council to act in the public interest to discourage the proliferation of disparate and unpopular social service agencies. Tiger Bay Village will provide for consolidation in a way that makes sense, and be supported both by the public and by those we all seek to help. For almost five years the plan has gone through five iterations and three technical reviews. It has been discussed in the press and public forums, and has been declared the most reasonable, efficient and humane approach. It is now time for the county to donate the land, which is already zoned for this purpose, so we can all move forward.”

Geof Ballard, Uptown Daytona Neighborhood Association, (386 846 6517)
geof.ballard@att.net

“In 2008, our neighborhood association voted to support the Tiger Bay Village concept. This was not a vote that passed only because the members wanted the social services out of our neighborhood. It passed based on the facts included in the presentation. We all know that homelessness is a community issue and should be dealt with by the whole community, being all of Volusia County.”

Ricci Ballard, Uptown Daytona Neighborhood Association, (386 846 2409)
ricci.ballard@yahoo.com

“When my husband and I purchased our house [in Daytona Beach] we were very excited about the location close to the Halifax River, Beach St. shopping, the beach and Main St. activities. Since then we have learned many valuable lessons about our little neighborhood. Soon after moving in we started finding people sleeping in our yard and using as a restroom. We soon discovered that we lived on the preferred pedestrian route for people leaving the social service organizations on North St. and the Salvation Army on Ballough Rd. heading toward the beach.

In the Daytona Beach News-Journal we read about Tiger Bay Village. At first this concept seemed farfetched and off-the-wall. As more information came out the more realistic it became. This plan would centralize the services making it more accessible to all Volusia County residents. It would also cut back on duplicated tasks by the service organizations saving thousands of dollars in funding that could go to assist more people. The biggest part of the plan that we liked was the fact that this plan would not be for families. They would be afforded help at separate locations. These locations could be at the current service buildings that do not have the space to help now, because, they are already full with single people.”

Linda G. Brown, BS, RN, MACP, psychiatric nurse, Florida DeLand Hospital, founder, former director of Agape Clubhouse, a day shelter for the homeless,
lbrown32724@yahoo.com

“...the homeless and the mentally ill need a safe place to live, yet every community is also clear that they do not want homeless shelters in their neighborhoods. To have the primary services for the adult homeless at the Tiger Bay site, next door to the existing psychiatric and detox Pinegrove facility, would respect and enhance the quality of life in the communities and yet provide the care that is necessary. At present, those completing their short stay in detox are released to cycle back into the system over and over. This is also true of the program that I am involved with at Florida DeLand Hospital. Tiger Bay Village would provide the extended care that these people need to break the cycle of addiction. As someone who has worked with the homeless for over twenty years, and is intimately familiar with the problems associated with our current approach, I support the Tiger Bay Village project.”

William “Brad” Carter, H.O.M.E. of Daytona Beach Inc., founder and president,
williamcarter28@yahoo.com

“Our organization is HOME of Daytona Beach, Inc., (Homeless and Others for a Meaningful Exchange), an advocacy group to help improve public perception of the homeless individual and to raise public awareness of homeless issues such as the decriminalization of homelessness. H.O.M.E. of Daytona Beach is formed and organized for the recognition of the right to shelter, emergency assistance, and freedom from police harassment. In light of the abysmal lack for safe shelter and a place to sleep free of Police Harassment in our community we support Michael E. Arth’s project Tiger Bay Village.

On August 18, 2010....we took a vote and decided to add our support for [Tiger Bay Village.] With this letter we are advising the Council of our endorsement. We humbly ask for your attention and request that backing for this much-needed and well-designed project be forthcoming.” --**Statement and petition signed by Barry Davis, William Carter and 93 others.** H.O.M.E. of Daytona Beach Inc. website: <http://www.wix.com/celee1/road-dog-2>

Kimberly Comstock, M.E.D./Licensed Professional Counselor, Founder and owner of three methadone treatment facilities and one out-patient counseling program. [Statement forthcoming]
Mars@marsmethadone.com.

Chris Daun, Uptown Daytona Neighborhood Association, Treasurer. Community activist. horus132@gmail.com.

“According to a report published last year by the Social Services Task Force in Daytona Beach, the following United Way affiliated (which EXCLUDES non-affiliates) Social Service Agencies, totaling 476 in Volusia county were identified. Based on this figure and present population...Tiger Bay Village is the answer to begin equally distributing this burden now placed on Daytona Beach. This is a key factor in eliminating blight, attracting new investment for residential/commercial properties and the image our city has branding itself for tourism. We can no longer shoulder these losses, provide police/emergency services and have this quantity of tax-exempt properties – as well as the statistics attached to our community for crime and per capita income.”

William C. Hall, Columnist, long time advocate and volunteer for homeless services.
carderw@cfl.rr.com

“...just like every commercial industry, the prosperity of each agency is a paramount concern of the management of those agencies that collectively make up the social services network. I know and have worked with many of the leaders of the various organizations that serve the homeless, the addicts and the mentally disabled. All are compassionate human beings devoted to their mission of service to our social pariahs. They are also devoted to the survival of their agencies – as they should be. The survival instinct, however, is the cause of great inefficiency in the delivery of services. Each agency has an investment in facilities and staff and many of those facilities are inefficiently located and staffed, and to various extents duplicate what other agencies are doing. When such inefficiencies occur in government, they are called bureaucracies. The great impediment to Michael Arth’s Tiger Bay plan is bureaucratic defensiveness arising from the inefficiencies that are produced by agency turf wars.

Every aspect of the Tiger Bay plan begs adoption. The rural location eliminates the NIMBY issue and consolidates services geographically for more efficient administration while largely eliminating the many temptations of urban locations for the addict.”

Maggi Hall, Realtor, community activist. maggi@bellsouth.net

“It’s been quite frustrating to witness the continued waste of public funds with nothing being accomplished to solve the homeless situation. Why can’t the hundreds of organizations, churches, governmental entities work in concert to solve this issue? Not only is it economically feasible, it is the proper and humane action to take. Soup kitchens without overnight sleeping facilities, washing areas, and the potential for jobs do little to rectify this social evil. And when these people, the majority of them men, do not find meaningful activity, they turn to crime. And we all suffer...

Tiger Bay Village addresses a wide range of issues related to homelessness including rising social costs, NIMBY issues, inner city decay, business concerns, drug and alcohol rehabilitation, crime, violence and the soaring incarceration rate. The Village would give the homeless jobs which would then increase their sense of self-worth and purpose. The Village will cost the county little more than the donation of land, land already zoned for this purpose.

We have got to work together for the betterment of mankind and our community. We must not let inertia or interagency rivalries get in the way of doing the right thing. It’s sad that almost five years have passed without any county action on this reasonable proposal.”

Al Krulick, businessman, politician and political columnist. akrulick@cfl.rr.com. 407-340-9626

“[Michael Arth] has laid out a blueprint similar in scope and design to the one that allowed him to completely transform a crack and crime-ridden section of Deland into a rehabilitated and beautiful district of homes and gardens. I have no doubt that his plans for a Homeless Village will be no less successful, reaping great benefits, not only for the unfortunate homeless members of our society, but for the greater community at large. I am delighted to offer my whole-hearted support for Michael Arth’s plan for Tiger Bay Village and its comprehensive and humane approach in helping to alleviate the plight of the homeless.”

Paul Lachelier, Ph.d. Assistant Professor, Dept. of Sociology and Anthropology, Stetson University (386) 822-7247, placheli@stetson.edu.

“As a sociologist, I am professionally interested in social problems and how to resolve them, so I was intrigued to learn about Tiger Bay. Some opponents of the project have argued that sticking the homeless together in one place would aggravate rather than address the problems of the homeless. But just as the deinstitutionalization of the mentally ill has not necessarily made things better for the mentally ill or society, so too does the re-institutionalization of the homeless not necessarily make things worse. All depends on how we design our social institutions.

We all know that what might be called “the homelessness complex” (i.e., the interrelated social ills associated with chronic homelessness, including vagrancy, drug dependence, violence, harassment, property crimes, and community tensions) remains a nagging issue in Volusia County as well as Florida and the nation – this despite considerable investment in a variety of services for the chronic homeless. The homelessness complex’s obstinacy and cost is due in no small part to our poorly coordinated, patchwork approach to addressing the complex. Tiger Bay may not cure homelessness, but it is a way to move from patchwork to better coordinated service. By creating a village for the homeless, Tiger Bay can more quickly deliver a wider array of services for the homeless, better monitor their progress, cut costs, and relieve the stress of homelessness on our communities.

A key and relevant concept in social and economic research is “agglomeration.” Agglomeration refers to the benefits gained when companies in the same industry cluster together, cutting transport and communication costs and increasing the productivity that comes with close interaction. Clustering the chronic homeless can alleviate rather than aggravate their problems if it coincides with the clustering of homeless service providers. The point is not to exile and forget, but rather to agglomerate. It’s time to approach homelessness in a better way. It’s time for Tiger Bay.”

Nancy Long, vice mayor of South Daytona, 386-299-4974
nancylong@heritagepreservationtrust.org

“I support the Tiger Bay Village project because it offers a decent and safe site for homeless and mentally ill to live. By unifying the many fragmented social services at one site, these individuals could get mental and medical help, counseling for addiction, job training and education, and avenues for employment while eliminating duplication of services. When persons have an address, have a place to get a shower and sleep, have access to the supervision and support needed, and have counseling and extended care for addiction/mental problems, they have a chance to become a contributing member of our community!”

Shiela MacKay, Former Daytona Beach City Commissioner, Board member at Halifax Urban Ministries, Good Samaritan and St. Mary’s Vestry. Founded South Atlantic Neighborhood Association. skmckay@bellsouth.net 386 947-4591.

“I have been involved helping the homeless for ten years in various programs, including teaching Hooked on Phonics to homeless children at the Star Family Center in Daytona Beach.

It has been very clear to me for some time that Tiger Bay Village would be a fine asset for our county and it would doubtlessly help those adult homeless who need shelter and/or treatment, while also saving money. Tiger Bay would also free resources so that existing agencies in the inner city could concentrate on housing programs and getting families reintegrated into the community.”

Jon Pichardo, H.O.M.E. Vice-President, 386 451 9412. juanfpichardo@aim.com

“We support the Tiger Bay Project and hope that the County Council will share our enthusiasm to help solve some of the problems of Homelessness in our towns. The Tiger Bay Village project deserves the full support of the County Council and the area municipalities. Homelessness is a nationwide problem whether we want to admit it or not. It will require a complete and comprehensive community involvement to come up with the most equitable solution to this problem. Instead of hiding our heads in the sand let’s stand up and set a model that the rest of the nation would be proud to follow.”

Jesica Rivette, Mental Health Counselor, 386 873 8003, aznar.rivette@gmail.com

“I have joined the Tiger Bay Village Advisory Board because I am deeply concerned about the increasing numbers of mental health and addiction-related afflictions that I have seen during my ten years in social services. At the same time, I do not see effective solutions being enacted by the many homeless-related agencies. Tiger Bay Village can provide a pragmatic and relatively painless way for all of us to try out a different approach to the problems of the adult homeless, and a way for both the cities and the homeless themselves to get relief. I see the Village meeting basic human needs in a cost effective way that can restore dignity and respect to the homeless.”

Reinhold Schlieper Ph.D., Grad. Certificate of Professional Ethics, Associate Professor at Embry-Riddle. (386) 437 8402, rschlieper@att.net.

“[I] support Michael E. Arth’s project Tiger Bay Village wholeheartedly and without reservations. As a teacher of ethical reasoning at Embry-Riddle Aeronautical University, I know of the need for such a project for more than altruistic reasons.

Distributive justice is a central issue in the deliberations of the ethics of wealth ever since Aristotle of Stagira. Whether wealth is distributed fairly in some objective sense is not as much of an issue as whether all elements of a society have a sense of justice when they see their own position in that society. I am certain that the homeless, the mentally handicapped, the substance abusers, and the many homeless veterans do not have that feeling of overarching social justice. The rest of us should share that sense of inadequateness of our social solutions if only from the perspective of enlightened self-interest because, as we have seen in the on-going Arab Awakening, when an unjust society unravels, we will all be in the midst of the chaos—no exceptions even for the most powerful. Mr. Arth’s accurate figures about incarceration rates in our society speak volumes and add impetus to the solutions he has worked out.

Again, I support the Tiger Bay Project fully and hope that the County Council will share my enthusiasm so as to solve problems and not to let them fester until they explode.”

Stephen Tonjes, Environmental Scientist, Florida Department of Transportation, DeLand.
sdtonjes@cfl.rr.com, 386-734-3115

"I was initially skeptical of the idea of solving the homeless problem by shipping them off to the hinterlands But that's not what Tiger Bay Village proposes to do. Many of its residents would be arriving from next door - the detox facility, and the location, while semi-rural, has some existing services available, including public transportation. And the established "communities" currently available for the homeless to be "re-integrated" into are nonexistent, or toxic. Halfway houses, specialized communities for those with developmental issues, or rural retreats for drug rehab are well-established concepts. A halfway village built with concentrated and specialized services would be a further improvement, and, while not well-established, does have precedents elsewhere. I have always been troubled that mentally ill or just poorly prepared people who have no family support have nowhere to live but prison or the streets. They can get meals and temporary shelter from the places they inhabit, but they have no community that accepts their presence anyplace outside the meal line. Tiger Bay offers the promise, based on sound psychology, cost efficiency and working models elsewhere, of a community that will accept them and which they can contribute to."

Kelly White, Daytona Beach City Commission, Zone 3, whitek@CODB.US

"Tiger Bay Village will vastly reduce the negative impacts the existing agencies are having on the areas the city is working to improve."

Michael J. Wojtuniak, Civil Engineer, Engineered Permits Inc. 734-0830,
epi@epieng.net.

"...the project has great potential and merit. The conceptual site plan utilizes natural-style stormwater features and enhances the existing wetlands within the project site. The plan also makes use of a buffer strip of the existing forest along the edge of the proposed stormwater pond. This ensures the stormwater area appears to be a natural pond with all of the attendant benefits. I am a civil engineer who has done a large number of projects involving extensive site grading and wetland mitigation and enhancement...in the same area. It is my intention to donate my professional engineering services to advance this valuable project that will enhance the community and reduce costs."

rschlieper@att.net, aznar.rivette@gmail.com, juanfpichardo@aim.com,
skmckay@bellsouth.net, Kelly White <kw@bedowntowndaytona.com>, Chris Daun
<horus132@gmail.com>, Bill Hall <carderw@cfl.rr.com>, Maggi Hall
<maggi@bellsouth.net>, Paul Lechelier <placheli@stetson.edu>, Nancy Long
<longnz1@gmail.com>, Barry Davis <barrycdavis@yahoo.com>, William Carter
<williamcarter28@yahoo.com>, linda brown <lbrown32724@yahoo.com>,
geof.ballard@att.net, ricci.ballard@yahoo.com, P.A. Astrid de Parry
<mail@delandattorney.com> akrulick@cfl.rr.com
Kim Comstock <Kimc27@austin.rr.com> Kelly White <whitek@CODB.US>

13 - COST BENEFITS OF BEHAVIOR HEALTH TREATMENT

By Randy Croy, Serenity House, Volusia County (Now Haven Recovery Center)

When discussing the importance of behavioral health treatment, most individuals want to know the answer to two essential questions –

What is your success rate?

What is the cost benefit of providing this treatment in comparison to not providing an intervention?

Since I arrived, Serenity House has always maintained a high level of success in our client outcomes especially in rates of treatment completion, employment, and returning to the community clean and sober. In each of these measures, our success rates range from 60-80% which is considered commendable considering the difficult population served by our agency.

While these outcome indicators are important in assessing program impact, the long-term effects of providing treatment interventions are often less clear.

In response to this, the Serenity House Board, to their credit, directed me to undertake an analysis of the cost impact of providing the combination of residential treatment and access to safe, supportive community housing.

One of the issues that I recall from my years as a graduate student at the University of Florida was the research regarding the 80/20 rule which simply states that in our field; approximately 20% of the individuals utilize 80% of the publicly funded resources.

Thus, first we identified 22 individuals who had histories of chronic homelessness, co-occurring mental health and substance abuse disorders and were willing to participate in the study. Our goal was to accurately capture the differences in use of public services during their periods of homelessness in comparison to the same use of those services after completing treatment and entering supportive housing.

As you can see, utilization rates of the following publicly funded services were documented:

Substance Abuse & Mental Health Treatment

Medical Utilization

Criminal Justice Involvement

Incarcerations

Use of Emergency Transport and Homeless Shelters

We retrieved official data, reviewed historical clinical records and conducted personal follow up interviews with the subjects to confirm the reliability and validity of the data.

The Bottom Line:

The annualized public costs for the participants during the period that they were homeless were over \$21,000 per year per participant.

The same annualized public costs for these individuals after receiving access to treatment and housing was \$1,236 per person. Thus, public costs for these services decreased by 94.2% as a result of access to treatment and supportive housing.

As you can see further, post-intervention utilization decreased by the following % compared to the period of homelessness:

Substance Abuse = 92.3% decrease

Mental Health = 91% decrease

Hospital = 86% decrease

Criminal Justice = 98% decrease

Incarcerations and Emergency Shelter Use = 100% decrease

Emergency Transport = 78% decrease

To insure that I am clear regarding this study and the conclusions that we can reach from the data, I want to identify three major caveats of this study.

1. This is not true, empirical research – there was no control group and individuals weren't randomly identified or assigned to the treatment intervention as in traditional empirical research.
2. This study must be interpreted as specific to the unique population that was under investigation and can't necessarily be generalized to the entire dually diagnosed homeless population.
3. This is a "point in time" snapshot of both the utilization history and community stability. We know that utilization rates and stability in independent living are fluid with this population and can change quickly.
4. Study participants, who were selected because they already were living in independent community housing, are a unique population of treatment completers since many individuals completing treatment don't receive access to safe, supportive housing.

In light of the caveats, what does this study tell us? I believe that we can make the following assertions:

- Chronically homeless individuals with histories of serious mental health and substance abuse disorders can benefit from treatment when the treatment is specific to their unique needs.

- Combining intensive treatment with access to safe, sober, supportive community housing is essential in sustaining the long-term benefits of the treatment experience.
- There was a high level of data reliability in comparing official data, self-reported information and the documentation in clinical records which enhances the validity of studies of this nature.
- Individuals with extensive histories of medical, substance abuse, mental health and criminal justice involvement can and will voluntarily participate in a study if the intent of the study and confidentiality protections are clearly articulated.
- It is costly and time consuming to conduct a valid cost impact study and funding agents will have to consider dedicating funding to gain systematic access to future data of this nature.

14 - STRUCTURE OF PROPOSED 501(c)(3)

The lead organization on this project is villagesforthehomeless.org. However, after the County agrees to donate the land, a nonprofit corporation (tentative name: “Tiger Bay Village Inc.”) will be formed to take title to the site, build the Village, and administer it.

The organization of the proposed 501(c)(3) will follow the recommendations of Dr. William Andrews, an associate professor at Stetson University of management and international business. Andrews has served more than 17 years on four non-profit boards, including 7 years as a board chairman.

Michael E. Arth, who has organized the nearly five-year effort to find a site and get it approved, desires to stay on as CEO or Chairman of the Board of Directors at least until the infrastructure is built and the Village is operational. Mr. Arth wrote this proposal and has extensive experience in construction, planning, urban design, landscape design, and is the president or sole managing partner on four corporations. Arth built or rebuilt 32 homes and businesses in a former slum neighborhood in DeLand, and has worked with the homeless and other downtrodden for over 10 years. He is also a policy analyst with expertise in a wide variety of fields and has written two books, with two more forthcoming, mostly on public policy. (See the chapter on homelessness in this proposal)

The current Tiger Bay Village Advisory Board will function until the land is donated and the non-profit is formed. Those members desiring a deeper involvement in the affairs of the Village may be appointed to the Board of Directors and other members may be drawn from existing agencies that agree to relocate or expand to the Village. Any interested person who has the following qualities may apply to be on the Board:

1. Is passionate about the mission of Tiger Bay Village.
2. Is talented, not only passionate.
3. Has time to engage in the ongoing mission.
4. Is willing to subordinate personal interests to the interests of the organization.
5. Is capable of handling discourse:
 - Asks questions and “plays the dumbest person in the room”
 - Good listener
 - Can disagree without being adversarial
 - Be critiqued without having feelings hurt
 - Can keep a confidence

A memorandum of understanding will define acceptable behavior, commitments, scope of authority and a code of ethics. Any appointment is reviewed by the full board and is subject to a trial period of six months in an *ex officio* role. Each prospective member should ask himself or herself: A. Do I believe in the current direction of the board? B. Can I make a contribution that is not already being made?

With outside input from the clients, from the community at large and homeless agencies that share the facilities, the board will:

1. Formulate strategy.
2. Hire and fire the CEO and other administrators.
3. Work closely with the CEO in dealing with crises.
4. Oversee financial integrity (through audits)
5. Determine CEO compensation.
6. Carry out administrative functions, special projects under the CEO’s leadership.
7. Meet regularly.
8. Fundraise and network.

Board Members shall not...

1. boss the staff. No member has authority over any member of the staff.
2. represent individual board member views as Board views. Board views are voted on.
3. self-deal or engage in conflicts of interests.

The Board must be able to demonstrate “Duty of Care” (that it made its decisions with due diligence) and “Duty of Loyalty” (No member may put his or her interests ahead of the interests of the organization when dealing with the business of the organization.) Personal liability may result for losses where these duties are breached.

The Board will maintain a “financial dashboard” to keep an overview of operating expenses and what’s in the bank account at the beginning of each month in order to see what’s ahead on the road. The organization chart should look like this:

Governance:

The chair and the Board determine compensation and they oversee audits. They can also appoint special committees (which will be under the CEO)

The Board speaks with one voice to:

Operations:

The CEO, who leads the organization and runs all operational aspects of the company. The CEO is in charge of marketing, operations, fundraising, control of finances (with a good controller) The Board members work under the CEO as a Board Designated Operating Committee.

Other Issues:

1. The board size should be 7-8, but no more than 11.
2. Avoid executive committees.
3. Term limits are not necessary if the board is effective.
4. "Labor," including the clients themselves, should be represented in the board.
5. Non-attendance results in automatic expulsion
6. Religious claims of guidance are unprovable and therefore excluded.

15 - PETITION AND ENDORSEMENT FROM H.O.M.E.

H.O.M.E. of Daytona Beach Inc., an advocacy group consisting of and working for the homeless, took it upon themselves to write up a petition in favor of Tiger Bay Village and get it signed by 95 members. (See following pages.)

H.O.M.E. OF DAYTONA BEACH, INC.

Phone: 386-451-9412

215 Bay Street

Daytona Beach, FL 32114

County of Volusia
Thomas C. Kelly
Administration Center
123 W. Indiana Ave.
DeLand, FL 32720

May 17, 2011

To: The County Council Members:

Our organization is HOME of Daytona Beach, Inc., (Homeless and Others for a Meaningful Exchange), an advocacy group to help improve public perception of the homeless individual and to raise public awareness of homeless issues such as the decriminalization of homelessness. H.O.M.E. of Daytona Beach is formed and organized for the recognition of the right to shelter, emergency assistance, and freedom from police harassment. In light of the abysmal lack for safe shelter and a place to sleep free of Police Harassment in our community we support Michael E. Arth's project *Tiger Bay Village*.

Volusia County alone has 476 scattered social service agencies, 271 of which are in Daytona Beach, the nearest municipality to the proposed Tiger Bay Village. Despite all the efforts of well-meaning agencies and individuals, people still live in the woods, in tents, in doorways, or anywhere else they can find. Tiger Bay Village would combine services into a central location, eliminating the need for some duplicate services for the adult homeless. This would further free up space at many existing locations to provide for the increasing number of families with children who would not be living at the village.

We support the *Tiger Bay Project* and hope that the County Council will share our enthusiasm to help solve some of the problems of Homelessness in our towns. The *Tiger Bay Village* project deserves the full support of the County Council and the area municipalities. Homelessness is a nationwide problem whether we want to admit it or not. It will require a complete and comprehensive community involvement to come up with the most equitable solution to this problem. Instead of hiding our heads in the sand let's stand up and set a model that the rest of the nation would be proud to follow.

Sincerely,

Brad Carter,
President of H.O.M.E. Of Daytona Beach, Inc.
Jon Pichardo,
Vice President



H.O.M.E.

juanfpichardo@aim.com
Vice President

williamcarter28@yahoo.com
President

August 19, 2010

County of Volusia
Thomas C. Kelly
Administration Center
123 W. Indiana Ave.
DeLand, FL 32720

From: HOME of Daytona Beach,

County Council Members:

We are HOME of Daytona Beach (Homeless and Others for a Meaningful Exchange), a group meeting weekly at Volusia County Library Center at City Island. Our purpose is to bring the homeless and other residents of the community together to address homelessness through open communication, and to do whatever we can to help develop alternatives to homelessness and to improve the situation for those on our streets.

We have adopted four core beliefs which define our focus:

- 1) Homelessness is not a crime.
- 2) Homelessness is not a normal state of affairs.
- 3) Homelessness, like any other problem, has both causes and solutions.
- 4) There are very good reasons for believing that homelessness can be brought to an end and that we can make a difference.

On August 18, 2010, gubernatorial candidate, Michael E. Arth, spoke before our group concerning his project, Tiger Bay Village, which is a proposed community designed to alleviate the homeless situation in Volusia County.

Afterward, we took a vote and decided to add our support for this project. With this letter, we are advising the Council of our endorsement. We humbly ask for your attention and request that backing for this much-needed and well-designed project be forthcoming.

Thank you very much,
Barry C. Davis
HOME of Daytona Beach

(more signatures on following 2 pages)

- 1 *Beryl Davis*
- 2 *William Cantu*
- 3 *Martin Walkey*
- 4 *Daniel Hunter*
- 5 *Red Stott*
- 6 *Dennis Wayne Johnson*
- 7 *David R. Thomas*
- 8 *Donna D.A.*
- 9 *Kimberley Board*
- 10 *Kenneth Kobering*
- 11 *John Lindeman*
- 12 *Mike Wesson*
- 13 *John B.*
- 14 *John B.*
- 15 *Arthur Jones*
- 16 *William Lee Jones*
- 17 *Beard Davidson*
- 18 *Robert W. Smith*
- 19 *Joyce B. Colvin*
- 20 *Wayne E. Oak*
- 21 *Ray Martin*
- 22 *Will Foster*
- 23 *Richard J. Gato Jr.*
- 24 *Phil. Jones*
- 25 *Renee P. Fontana*

- 26 *Gerald Martelle*
- 27 *Zonnie Dickey*
- 28 *Joseph Hunter*
- 29 *Jonathan Moss*
- 30 *[Signature]*
- 31 *Craig Fraser*
- 32 *Deanna Waller*
- 33 *Medias Zollman*
- 34 *Martha Barker*
- 35 *Norm Baldwin*
- 36 *Fredrick Williams*
- 37 *Joe Futeri*
- 38 *Hubert B. Rahn*
- 39 *Charles [Signature]*
- 40 *John [Signature]*
- 41 *Robert Stoffer*
- 42 *Greg Lynch*
- 43 *Paul Brown*
- 44 *Don W. Keeler*
- 45 *Charles L. Mose*
- 46 *Bonnie Halfrey*
- 47 *Karen J. Gray*
- 48 *Bonny Moss*
- 49 *Jean Allen*
- 50 *Jean Allen*

51 David Allen
 52 ~~David~~ Mossy
 53 Michael Nussba
 54 Richard Le Sueur
 55 William C. Dubussone
 56 ~~George~~ C. H. Verky
 57 Linda Ordell
 58 J. M. M.
 59 R. Savage
 60 ~~W. B.~~
 61 Carlos McElroy
 62 Joe Cartiere
 63 William Foster
 64 Dennis W. H. H.
 65 Clarence Elmy
 66 Greg L. Oost
 67 John R. Fyfe
 68 Jamie Johnson
 69 Jack Stinson
 70 Richard Teel
 71 JAKE MAYER
 72 RANDALL SULLIVAN
 73 Scott Spangler
 74 Ruth Ginst
 75 Don Kinn

76 Rich Olsen
 77 William D. Lane "pappo"
 78 ~~Charles~~ C. ~~Conrad~~
 79 ~~Barth~~ Aarseth
 80 Karen Ankney
 81 ~~Carin~~ Goldach
 82 Joe Smith
 83 Calvin Webster
 84 Perry C. Zech Jr.
 85 Billy Adams
 86 Dannon Roberts
 87 Angela Baker
 88 ~~East~~ Bleicher
 89 Rich Cannino
 90 NORMAN GIGNAC
 91 ~~Robert~~
 92 ~~John~~
 93 ~~John~~ Heald
 94 Angelo Martinez
 95 Judy Childs
 96
 97
 98
 99
 100

16 - LETTERS FROM ADVISORY BOARD MEMBERS

Jesica Rivette, M.A.

Advisory Board, Tiger Bay Village
Registered Mental Health Counselor Intern
137 Euclid Avenue
Lake Helen, FL 32744

County Council
Volusia County Administration Building
123 West Indiana Avenue
DeLand, FL 32720

May 15, 2011

Dear Members of Council,

I have joined the Tiger Bay Village Advisory Board because I am deeply concerned about the increasing numbers of mental health and addiction-related afflictions that I have seen during my ten years in social services. At the same time, I do not see effective solutions being enacted by the many homeless-related agencies.

Tiger Bay Village can provide a pragmatic and relatively painless way for all of us to try out a different approach to the problems of the adult homeless, and a way for both the cities and the homeless themselves to get relief. I see the Village meeting basic human needs in a cost effective way that can restore dignity and respect to the homeless.

Please vote to donate the county-owned land for the Village without delay.

Sincerely,

Jesica Rivette
aznar.rivette@gmail.com

386 259 0459

May 9, 2011

Council Members
County of Volusia
Administration Center
123 W. Indiana Avenue
DeLand FL 32720

Gentlemen or Ladies:

This letter is to support Michael E. Arth's project *Tiger Bay Village* wholeheartedly and without reservations. As a teacher of ethical reasoning at Embry-Riddle Aeronautical University, I know of the need for such a project for more than altruistic reasons.

Distributive justice is a central issue in the deliberations of the ethics of wealth ever since Aristotle of Stegira. Whether wealth is distributed fairly in some objective sense is not as much of an issue as whether all elements of a society have a sense of justice when they see their own position in that society. I am certain that the homeless, the mentally handicapped, the substance abusers, and the many homeless veterans do not have that feeling of overarching social justice. The rest of us should share that sense of inadequateness of our social solutions if only from the perspective of enlightened self-interest because, as we have seen in the on-going *Arab Awakening*, when an unjust society unravels, we will all be in the midst of the chaos—no exceptions even for the most powerful. Mr. Arth's accurate figures about incarceration rates in our society speak volumes and add impetus to the solutions he has worked out.

Again, I support the *Tiger Bay Project* fully and hope that the County Council will share my enthusiasm so as to solve problems and not to let them fester until they explode.

Sincerely yours,

Reinhold Schlieper, Ph.D.

cc: Villages for the Homeless

600 S. Clyde Morris Blvd.
Daytona Beach, FL 32114-3900



embry-riddle.edu

William C. Hall

520 Nutmeg Circle
DeLand, FL 32724

To: The Volusia County Council

Over the years I have been involved in various aspects of the social services industry and just like every commercial industry, the prosperity of each agency is a paramount concern of the management of those agencies that collectively make up the social services network.

I know and have worked with many of the leaders of the various organizations that serve the homeless, the addicts and the mentally disabled. All are compassionate human beings devoted to their mission of service to our social pariahs. They are also devoted to the survival of their agencies – as they should be. The survival instinct, however, is the cause of great inefficiency in the delivery of services.

Each agency has an investment in facilities and staff and many of those facilities are inefficiently located and staffed, and to various extents duplicate what other agencies are doing. When such inefficiencies occur in government, they are called bureaucracies.

The great impediment to Michael Arth's Tiger Bay plan is bureaucratic defensiveness arising from the inefficiencies that are produced by agency turf wars.

Every aspect of the Tiger Bay plan begs adoption. The rural location eliminates the NIMBY issue and consolidates services geographically for more efficient administration while largely eliminating the many temptations of urban locations for the addict.

In an earlier round of this noble quest, Lindsay Roberts labeled the Tiger Bay project, a "gulag" thereby attaching the nightmare symbolism of a Soviet prison to this noble project. It is my opinion that Lindsay's propaganda war was motivated by her survival instincts in that she was, at that time, engaged in securing money for her North Street facility – a multi-year labor. Thus, even the most compassionate and intelligent service providers are capable of putting self interest ahead of community interests.

I urge the County Council to move forward with the Tiger Bay plan under the direction of an independent panel whose members could not be affiliated with any local social services agency.

William C. Hall
DeLand

Uptown Daytona Neighborhood Assoc.
P.O. Box 250005
Daytona Beach, FL 32125

May 13, 2011

RE: Tiger Bay Village Concept

Volusia County Council
123 W. Indiana Ave
DeLand FL, 32720

Dear County Council Member:

As one of the central, urban neighborhoods of Daytona Beach we have been dealing with the issues of street people who have had a major impact on our community and city. The strange thing is that the overwhelming vast majority of street people that we deal with are not even from our county – they are here from mostly other states and to a lesser extent, other parts of Florida. While we are concerned with the care and support of people with ties to this area, we feel it is the agencies themselves which actually bring in clients to our neighborhood from elsewhere – who lack these ties whatsoever.

According to the most recent figures released from the 2010 Census, the following represent Volusia/Flagler populations and percentages:

| Volusia TOTAL: | 494,593 | County | Region |
|-------------------------|----------------|---------------|---------------|
| Volusia Unincorporated: | 116,715 | 23.6% | 19.78% |
| Deltona: | 85,182 | 17.22% | 14.43% |
| Daytona Beach: | 61,005 | 12.33% | 10.34% |
| Port Orange: | 56,048 | 11.33% | 9.5% |
| Ormond Beach | 38,137 | 7.71% | |
| DeLand | 27,031 | 5.47% | 4.58% |
| New Smyrna Beach | 22,464 | 4.54% | |
| Edgewater | 20,750 | 4.2% | |
| DeBary | 19,320 | 3.91% | |
| South Daytona | 12,252 | 2.48% | |
| Holly Hill | 11,659 | 2.36% | |
| Orange City | 10,599 | 2.14% | |
| Daytona Beach Shores | 4,247 | 0.86% | |
| Ponce Inlet | 3,032 | 0.61% | |
| Lake Helen | 2,624 | 0.53% | |
| Oak Hill | 1,792 | 0.36% | |
| Pierson | 1,736 | 0.35% | |
| DeLeon Springs | N/A | | |
| Seville | N/A | | |
| Samsula | N/A | | |
| Flagler TOTAL: | 95,696 | County | Region |
| Palm Coast: | 75,180 | 78.56% | 12.74% |
| Flagler Unincorporated: | 13,062 | 13.65% | 2.21% |

Volusia/Flagler TOTAL: 590,289

According to a report published last year by the Social Services Task Force in Daytona Beach, the following United Way affiliated (which EXCLUDES non-affiliates) Social Service Agencies, totaling 476 in Volusia county were identified. Based on this figure and present population, here is the present scenario of distribution of these agencies and their disparity. Also, in providing services Volusia and Flagler are grouped together through United Way, Salvation Army and Homeless Coalition (and figures aren't easily available for agency services available in Flagler county).

| Volusia TOTAL: | 476 | Actual | Should Be | Disparity |
|--------------------------------|------------|---------------|------------------|------------------|
| Daytona Beach: | 262 | 55% | 59 | +203 |
| DeLand: | 63 | 13.24% | 26 | +37 |
| South Daytona | 22 | 4.62% | 12 | +10 |
| Volusia Unincorporated: | 22 | 4.62% | 112 | -90 |
| Deltona: | 12 | 2.52% | 82 | -70 |
| Port Orange: | 23 | 4.83% | 54 | -31 |
| Edgewater | 2 | | 20 | -18 |
| DeBary | 4 | | 19 | -15 |
| Ormond Beach | 28 | | 37 | -9 |
| New Smyrna Beach | 14 | | 22 | -8 |
| Daytona Beach Shores | 0 | | 4 | -4 |
| Ponce Inlet | 0 | | 3 | -3 |
| Lake Helen | 1 | | 3 | -2 |
| Holly Hill | 10 | | 11 | -1 |
| Orange City | 9 | | 10 | -1 |
| Pierson | 1 | | 2 | -1 |
| Oak Hill | 2 | | 2 | 0 |

Tiger Bay Village is the answer to begin equally distributing this burden now placed on Daytona Beach. This is a key factor in eliminating blight, attracting new investment for residential/commercial properties and the image our city has branding itself for tourism. We can no longer shoulder these losses, provide police/emergency services and have this quantity of tax-exempt properties – as well as the statistics attached to our community for crime and per capita income.

These facts speak for themselves. Should you find issue with this plan, what is the solution you are bringing forward to correct these issues?

Sincerely,



Chris Daun
Treasurer/Board Member

Linda G. Brown, BS, RN, MACP
34 Villa Villar
DeLand, FL 32724

6 May 2011

Frank Bruno, Chair
Members of Volusia County Council

Dear Council Members:

I support Tiger Bay Village.

I am currently employed as a psychiatric nurse at Florida Hospital DeLand. In 1992 I founded and, for nine years, was the director of the Agape Clubhouse, a day shelter for the homeless and mentally ill located at the First United Methodist Church in DeLand at Howry and Woodland Blvd.

We all believe that the homeless and the mentally ill need a safe place to live, yet every community is also clear that they do not want homeless shelters in their neighborhoods. To have the primary services for the adult homeless at the Tiger Bay site, next door to the existing psychiatric and detox Pinegrove facility, would respect and enhance the quality of life in the communities and yet provide the care that is necessary. At present, those completing their short stay in detox are released to cycle back into the system over and over. This is also true of the program that I am involved with at Florida DeLand Hospital. Tiger Bay Village would provide the extended care that these people need to break the cycle of addiction.

As someone who has worked with the homeless for over twenty years, and is intimately familiar with the problems associated with our current approach, I support the Tiger Bay Village project as envisioned by Michael E. Arth. Please vote to donate the land so that this worthy project may move forward as soon as possible.

Respectfully submitted,



Linda G. Brown

lbrown32724@yahoo.com

386 734 8954



311-A S. Woodland Blvd., DeLand, FL 32720
Phone 386-734-0830 Fax 386-734-8226
epi@epieng.net COA#26298

May 4, 2011

Villages for the Homeless
Michael E. Arth
302 South Hayden Avenue
DeLand, FL 32724

Subject: Tiger Bay Village

Dear Mr. Arth:

I have reviewed the proposed plan for the 80-acre Tiger Bay Village development, and find that the project has great potential and merit. The conceptual site plan utilizes natural-style stormwater features and enhances the existing wetlands within the project site. The plan also makes use of a 30' to 50' buffer strip of the existing forest along the edge of the proposed stormwater pond. This ensures the stormwater area appears to be a natural pond with all of the attendant benefits.

I am a civil engineer who has done a large number of projects involving extensive site grading and wetland mitigation and enhancement, including the Volusia County Sheriff's Barn in the same area. It is my intention to donate my professional engineering services to advance this valuable project that will enhance the community and reduce costs.

If any additional information is required please feel free to contact me at 386-490-5474 or by email at mwojtuniak@epieng.net.

Sincerely,
Engineered Permits Inc.

Michael Wojtuniak, P.E.
President

May 15, 2011

Dear Volusia County Council Members:

Last year, Michael Arth honored me by asking me to be his running mate in his bid for the governorship of Florida. Having been a two-time nominee of the Democratic Party for the United States Congress, I had vowed not to run for political office again. But I was eventually persuaded to join the ticket due to Michael's brilliant intellect, his practical solutions to systemic societal problems, his commitment to real change in the way government works, and his enduring optimism.

After reading his seminal book, *Democracy and the Commonwealth: Breaking the Stranglehold of the Special Interests*, I knew that even though his chance of becoming our state's governor was slim, I had made the best choice for myself, my family, my community and Florida's future.

Losing the race by a wide margin hardly deterred Michael in his pursuit of intelligent answers to the conundrums that have baffled our current leaders for many years. When he turned his attention to solving the seemingly intractable problem of homelessness, I knew that his history as an artist, architect, writer, community planner, world traveler, policy analyst and one of the deepest thinkers I have ever met, would eventually lead him to the most practical and viable solutions available.

Indeed, he has laid out a blueprint similar in scope and design to the one that allowed him to completely transform a crack and crime-ridden section of Deland into a rehabilitated and beautiful district of homes and gardens. I have no doubt that his plans for a Homeless Village will be no less successful, reaping great benefits, not only for the unfortunate homeless members of our society, but for the greater community at large.

I am delighted to offer my whole-hearted support for Michael Arth's plan for Tiger Bay Village and its comprehensive and humane approach in helping to alleviate the plight of the homeless.

Yours truly,

Al Krulick
akrulick@cfl.rr.com
407 340-9626



A-E Enterprises, Inc.
Consultant(Personal & Business)
Gwen Azama-Edwards
Specializing in Ethics/Politics

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Daytona Beach, FL 32115
104 Water Turkey Court, DB 32119
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gwenjazama@aol.com AEnterprisesInc@aol.com

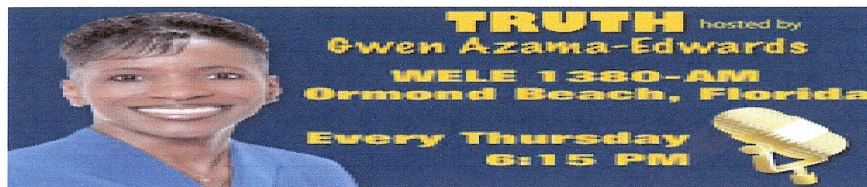
To whom it may concern:

It is with great pleasure that I provide a letter of support for the Tiger Bay Village as conceptualized by Michael Arth. This concept would not only allow adult homeless individuals an opportunity to rebuild their lives while receiving much needed services but would also afford them a structured environment akin to a community setting. These individuals would also have hands-on learning experiences and earning capacity onsite. The concept would be a complement to the Homeless Coalition program and Chamber Homeless Plan which can better serve the community/county by providing services to homeless families in need. The Tiger Bay Village is deserving of the full support of the County Council and the area municipalities. Homelessness is a countywide problem which most citizens recognize, and it requires a countywide solution. Tiger Bay Village can not only help with our homeless concerns but can also serve as a model for other areas around the state and nation with similar issues. Please give your support to the Tiger Bay Village- Homeless concept.

With great hope and expectations for our community and future,
thanks to the support of all of us working together,

Sincerely,

Gwen Azama-Edwards
Former City Commissioner, Zone 4/ Retired City Clerk- The City of Daytona Beach
President/CEO, A-E Enterprises, Inc. / TRUTH Radio Talk Show Host



Uptown Daytona Neighborhood Association

P.O. BOX 25005 Daytona Beach, FL 32125 - email: geof.ballard@att.net

Volusia County Council
123 West Indiana Avenue
DeLand, FL 32720

05/10/11

Dear County Council Members,

In 2008, our neighborhood association voted to support the Tiger Bay Village concept. This was not a vote that passed only because the members wanted the social services out of our neighborhood. It passed based on the facts included in the presentation. We all know that homelessness is a community issue and should be dealt with by the whole community, being all of Volusia County. We were shocked to learn that more than 50% of the social services in Volusia County are located in Daytona Beach and even more shocked to learn that most of those are in the uptown area.

We are not against the goals of the organizations, or having them in the neighborhood, but issues arise when clients are not actually using the service locations. Many residents have had issues with people trespassing for many reasons, including burglaries or increased drug use and prostitution. These are all quality of life issues that worsen as homelessness increases. Tiger Bay Village is a solution to improve many of these problems.

Tiger Bay Village would allow many of the homeless in the county to improve their own quality of life. This would be done through counseling, training, work opportunities and developing a sense of purpose. Tiger Bay Village combines services into a central location, eliminating the need for duplicate services for the adult homeless. This would free up space at many existing locations to provide for the increasing number of families with children who would not be living at the village.

I urge you to consider this concept and support it as it will benefit all of Volusia County. Thank you for your time.

Respectfully,

Geoffrey H. Ballard, President



5th May 2011

Dear Volusia County Council Members:

Michael Arth and I met with the police, social service agency heads, and other neighbors almost five years ago to discuss solutions regarding the homeless problem and crime. It's been quite frustrating to witness the continued waste of public funds with nothing being accomplished to solve the homeless situation.

Why can't the hundreds of organizations, churches, governmental entities work in concert to solve this issue? Not only is it economically feasible it is the proper and humane action to take.

Soup kitchens without overnight sleeping facilities, washing areas, and the potential for jobs do little to rectify this social evil. And when these people, the majority of them men, do not find meaningful activity, they turn to crime. And we all suffer.

There are alternative approaches that have been successfully implemented across the United States. Why not in Volusia County as well? The Tiger Bay Village proposal that Arth introduced several years ago seems like an excellent alternative than what to contribute to the redemption of these individuals. Tiger Bay could also be used as a central facility to evaluate the homeless or those in danger of becoming homeless.

Rather than sending drug offenders or those with mental health issues to prison they could be assigned to housing in town or at Tiger Bay, be giving work opportunities, or be groomed for employment through a labor service housed at the village. Residents could even be a part of the crew maintaining the village and also help newcomers adjust to a new life.

As someone who directs an animal rescue center it is often the case that we treat our pets better than we treat our fellow human beings. And as a real estate broker and community activist I witness firsthand the negative impact that the homeless situation and crime affects our community and our quality of life. Downtown DeLand after hours often has homeless and crime incidents that never make it to the newspaper and are never solved. Several of my clients and restaurant owners share their stories with it; it is horrifying.

Tiger Bay Village addresses a wide range of issues related to homelessness including rising social costs, NIMBY issues, inner city decay, business concerns, drug and alcohol rehabilitation, crime, violence and the soaring incarceration rate. The Village would give the homeless jobs which would then increase their sense of self-worth and purpose. The Village will cost the county little more than the donation of land, land already zoned for this purpose.

We have got to work together for the betterment of mankind and our community. We must not let inertia or interagency rivalries get in the way of doing the right thing. It's sad that almost five years have passed without any county action on this reasonable proposal.

As a member of the Tiger Bay Village Advisory Board I implore you to put this project on the agenda and vote to approve the donation by the county of the 80 acres adjacent to the Stewart-Marchman Center so we can initiate an effective and comprehensive solution to so

many of our social ills.

Most cordially,

Maggi Hall, Owner/Broker

441 S Woodland Boulevard, DeLand FL 32720
www.WestVolusiaProperties.com
maggi@bellsouth.net * 386.717.9991

1967 Red Cedar Circle
South Daytona, FL 32119
May 12, 2011

Dear Volusia County Council members:

Homelessness in our area is a serious and complex problem. It is heart-wrenching to see these bedraggled and hungry individuals on our streets and in our parks, most of whom need help with addiction or mental problems. The present solution is jail, which is expensive for taxpayers and does not address the individuals' needs. Or often these homeless are just pushed from one city to another as no one wants vagrants roaming the streets. When the Heritage Preservation Trust purchased Lilian Place Historic site with ECHO grant December 2009, we were stunned to find homeless had established a camp along the riverfront amid the jungle of growth. These folks disappeared when we began to clean up the area, but it took many days to remove the trash and garbage from that camp; sadder was the fact that these people were living in such squalid conditions on the riverfront.

I support the Tiger Bay Village project because it offers a decent and safe site for homeless and mentally ill to live. By unifying the many fragmented social services at one site, these individuals could get mental and medical help, counseling for addiction, job training and education, and avenues for employment while eliminating duplication of services. When persons have an address, have a place to get a shower and sleep, have access to the supervision and support needed, and have counseling and extended care for addiction/mental problems, they have a chance to become a contributing member of our community!

I ask that County Council and the community support the Tiger Bay Project. What we have now is not working. This Project may be a step to resolving the dilemma of the hopeless and homeless on our streets!

Sincerely,
Dr. Nancy Long
President of Heritage Preservation Trust
Vice-Mayor of South Daytona



Stephen Tonjes
423 W. Pennsylvania Avenue
DeLand, FL 32720-3336

May 16, 2011

Volusia County Council
123 W. Indiana Avenue #301
DeLand, FL 32720

Re: Tiger Bay Village

Dear County Council Members:

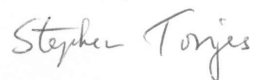
I was initially skeptical of the idea of solving the homeless problem by shipping them off to the hinterlands. But that's not what Tiger Bay Village proposes to do.

Many of its residents would be arriving from next door – the detox facility, and the location, while semi-rural, has some existing services available, including public transportation. And the established “communities” currently available for the homeless to be “re-integrated” into are nonexistent, or toxic. Halfway houses, specialized communities for those with developmental issues, or rural retreats for drug rehab are well-established concepts. A halfway *village* built with concentrated and specialized services would be a further improvement, and, while not well-established, does have precedents elsewhere.

I have always been troubled that mentally ill or just poorly prepared people who have no family support have nowhere to live but prison or the streets. They can get meals and temporary shelter from the places they inhabit, but they have no community that accepts their presence anyplace outside the meal line. Tiger Bay Village offers the promise, based on sound psychology, cost efficiency and working models elsewhere, of a community that will accept them and which they can contribute to.

I think Mr. Arth has the experience and the ability to put the pieces together to create this community - not just as a therapeutic place for the homeless, but also as a model for sustainable residential design - and I think it's worth a try. Please do whatever you can to make this a reality.

Respectfully,



Stephen Tonjes



Department of Sociology and Anthropology
College of Arts and Sciences
421 N. Woodland Blvd., Unit 8387
DeLand, FL 32723
(386) 822-7240
Fax: (386) 822-7245

May 17, 2011

Dear Volusia County Council members:

I am writing to express my support for the proposed Tiger Bay Village.

As a sociologist, I am professionally interested in social problems and how to resolve them, so I was intrigued to learn about Tiger Bay. Some opponents of the project have argued that sticking the homeless together in one place would aggravate rather than address the problems of the homeless. But just as the deinstitutionalization of the mentally ill has not necessarily made things better for the mentally ill or society, so too does the re-institutionalization of the homeless not necessarily make things worse. All depends on how we design our social institutions.

We all know that what might be called "the homelessness complex" (i.e., the interrelated social ills associated with chronic homelessness, including vagrancy, drug dependence, violence, harassment, property crimes, and community tensions) remains a nagging issue in Volusia County as well as Florida and the nation – this despite considerable investment in a variety of services for the chronic homeless. The homelessness complex's obstinacy and cost is due in no small part to our poorly coordinated, patchwork approach to addressing the complex. Tiger Bay may not cure homelessness, but it is a way to move from patchwork to better coordinated service. By creating a village for the homeless, Tiger Bay can more quickly deliver a wider array of services for the homeless, better monitor their progress, cut costs, and relieve the stress of homelessness on our communities.

A key and relevant concept in social and economic research is "agglomeration." Agglomeration refers to the benefits gained when companies in the same industry cluster together, cutting transport and communication costs and increasing the productivity that comes with close interaction. Clustering the chronic homeless can alleviate rather than aggravate their problems if it coincides with the clustering of homeless service providers. The point is not to exile and forget, but rather to agglomerate.

I should note in conclusion that my support for Tiger Bay is firmer knowing that Michael Arth is a leader in this project. Michael Arth remains one of the most interesting, dynamic and constructive people I have met in Volusia County. He thinks widely and deeply, combines vision and practice, and works energetically to address nagging social problems. He is, in short, one of Volusia County's leaders, but a leader whose potential our county has yet to fully tap. Tiger Bay is not just a very good idea, but an idea blessed with a very good leader willing to devote his time, intelligence and experience to make it happen.

It's time to approach homelessness in a better way. It's time for Tiger Bay.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Lachelier".

Paul Lachelier
Assistant Professor of Sociology
Dept. of Sociology & Anthropology
Stetson University

Ricci Michelle Ballard

507 Bowman Avenue
Daytona Beach, Fl. 32114
386-846-2409

e-mail: ricci.ballard@yahoo.com

Volusia County Council
123 West Indiana Avenue
DeLand, Fl. 32720
05/14/11

Dear County Council Members,

My name is Ricci Ballard a homeowner in the Orange Isle area of Daytona Beach since 2005. When my husband and I purchased our house we were very excited about the location close to the Halifax River, Beach St. shopping, the beach and Main St. activities. Since then we have learned many valuable lessons about our little neighborhood. Soon after moving in we started finding people sleeping in our yard and using as a restroom. We soon discovered that we lived on the preferred pedestrian route for people leaving the social service organizations on North St. and the Salvation Army on Ballough Rd. heading toward the beach. Then of course the same route on the return trip. This became a part of our lives that over time has gotten better.

In the Daytona Beach News-Journal we read about Tiger Bay Village. At first this concept seemed farfetched and an off the wall idea. As more information came out about this plan the more realistic it became. This plan would centralize the services in one location in the county making it more accessible to all Volusia County residents. It would also cut back on duplicated tasks by the service organizations saving thousands of dollars in funding that could go to assist more people. The biggest part of the plan that we liked was the fact that this plan would not be for families. They would be afforded help at separate locations. These locations could be at the current service buildings that do not have the space to help now, because, they are already full with single people.

Making Tiger Bay a reality would be model for other communities. They would be able to follow this plan that we feel would improve the area in many ways. Some of these improvements would be an increase in tax base from improvements to residences. Also, if less people are seen hanging around in front of businesses new business would come in and survive. I could list many more examples but, the message is the same if there is pride in the community, the community will nourish its self and become a desirable area to be in. So, I ask you to consider Tiger Bay Village and weigh all of the benefits that would help the county as a whole.

Respectfully,



Ricci Michelle Ballard

HOMELESS by the numbers

1-23-07



News-Journal/JIM TILLER

Vern Robbins, 64, waits to exit the direct services building on North Street in Daytona Beach on Monday.

Survey aims to define local needs

By DEBORAH CIRCELLI
STAFF WRITER

DAYTONA BEACH — Resting his hands on a walker, Vern Robbins is not sure where he will sleep tonight after his Social Security check runs out.

"I'll be out in the cold," the 64-year-old said Monday. He's been sleeping in hotels and says he's been on the streets on and off for about nine years.

His next check doesn't come until Feb. 3.

He's hoping by filling out a homeless survey the area will get more money for services and shelter. He and others answered surveys Sunday and Monday to help officials count how many homeless people are

in the area. Among the questions on the form were how long they've been homeless, where they are sleeping and whether they have medical problems.

Local homeless officials had to conduct the survey — required by the U.S. Department of Housing and Urban Development — in a 24-hour period that ended noon Monday.

About 40 volunteers were helping the Volusia/Flagler County Coalition for the Homeless. Some ventured out into

SEE HOMELESS, PAGE 3C

deborah.circelli@news-jrn.com

Keeping Track of Poverty

An estimated 3 million people live on the streets of America throughout the year, according to national experts.

- In Volusia and Flagler counties, advocates counted the number of homeless people at 2,667.
- Based on last year's survey answered by 599 people, about 20 percent were veterans.
- 74 percent have been in Volusia or Flagler counties for more than a year.
- 42 percent have a physical or medical disability.
- 52 percent have alcohol or drug problems.
- 64 percent are men.
- 73 percent are white.
- 35 percent work full time (not day labor).
- 51 percent work day labor.

SOURCE: Volusia/Flagler County Coalition for the Homeless

■ **MORE ONLINE:** Read more about Daytona's approach to the homeless problem: news-journalonline.com ■

**18 - EDITORIALS & ARTICLES SUPPORTING NEED FOR
TIGER BAY VILLAGE**

Are homeless the problem in DeLand?

By Pat Hatfield
BEACON STAFF WRITER

Is a complex for housing homeless people in the middle of Volusia County a solution to the increasing crime problem in Downtown DeLand and the nearby Garden District?

At least some Garden District civic leaders think so. They believe derelicts

in Downtown and the district are responsible for much of the crime.

Vagrants are attracted to the district, near Downtown DeLand, by the Super Save Food and Discount Beverage, First United Methodist Church, and a day-labor service, according to Maggi Hall, a real-estate agent working in the district, and Michael Arth, an architect who began redeveloping

the district several years ago.

Super Save is a convenience store on East Voorhis Avenue that cashes day-laborers' checks and sells a lot of beer. First United Methodist Church, on Howry Avenue, operates the Interfaith Kitchen, which provides free meals in the church basement. And, the hiring service gives those seeking a day's work some employment.

The result is derelicts getting money and a meal and then buying alcohol and wandering through Downtown and the district. These people look for a place to sleep; they're guilty of loitering, prowling and causing other problems, Arth and Hall charged.

They both saw getting DeLand's

Please see **VAGRANTS, 7A**

VAGRANTS

Continued from 1A

homeless population off the streets as a major fix to the problem.

"I agree that we need a homeless shelter," Arth said.

As part of the solution, he proposed building a homeless "village" on county property near the Volusia County Branch Jail.

Arth tentatively called the project "Timucuan Lakes Village." He displayed preliminary sketches showing features of the compound. The homeless community would offer dormitory-style buildings, 350-square-foot cottages, and a central lodge.

The village would offer the attractions of bus service, a day-labor facility and social services.

Arth said he will work with county officials to get the property, and he will work on getting donations and matching grants to pay the cost of construction.

On Jan. 16, Volusia County Chair Frank Bruno told *The DeLand-Deltona Beacon* he was in favor of revamping the master plan for property around the Branch Jail and the Stewart-Marchman Center to accommodate a homeless complex. Bruno said he will meet with Arth and Lindsay Roberts, director of the Volusia-Flagler Coalition for the Homeless, to look at plans for the complex.

"I'll go back and discuss it with the county manager and the County Council," he said.

County Council members will have to approve any land-use-plan change, he said.

Opinions divided

A sharp division remained on the issue of the homeless. Linda Brown is director of the Agape Clubhouse, operated at First United Methodist Church of DeLand. It's a ministry to the poor and homeless in DeLand.

She was happy to hear Arth's plan to build a village, and said the homeless would use such a facility. Adam Colando of Stetson University's Students Coalition to End Homelessness also saw creation of the facility as a positive move.

"If you build it, they will come," Brown said.

Brown has been trying to raise funds for a homeless shelter for the past couple of years.

Getting the county to donate the land will be a major step, she said, because the lack of a piece of land on which to build a facility cuts off many sources of funding to construct it.

She listened to discussions about getting homeless people off the streets — clearing out the places where they camp, and having them arrested for vagrancy and panhandling — with some concern evident on her face.

Brown objected to the characterization of the homeless as a major cause of the Garden District's increased crime.

"The homeless are not the root of the problem," she said.

"Look at all the other things we talked about at the meeting — Downtown bars, skate-

boarders cutting through the district, youth who don't respect anyone, drug dealers riding around in cars selling drugs. That's not the homeless," Brown said.

Henderson said there are no exact statistics on crimes by homeless people. A number of people arrested for recent thefts from cars in DeLand were homeless, though — they simply reached into unlocked cars and committed petty thefts.

It's not a crime to be homeless, Henderson said. Panhandling, loitering, petty theft and trespassing are crimes.

"I gave Maggi [Hall] a copy of the policy dealing with discriminatory policies and the mentally challenged — that fits the homeless," Henderson said.

Many of the homeless people are mentally ill, and, "That means services for the mentally ill are needed," Brown said.

Henderson said police officers will not be allowed to "scapegoat" the homeless.

"We have to protect the rights of all people, and that includes the homeless."

Police officers are spending extra time patrolling the Garden District, and Henderson instructed them to have a "no tolerance policy" toward public intoxication, loitering and prowling, and public urination.

Police are closely monitoring activities at the convenience store, as well, and maintaining a log of liquor-law violations and other infractions.

The manager of the Super Save Food and Discount Beverage convenience store has already been cited for selling beer to an intoxicated person, and citations were issued to four people for drinking on adjacent private property without permission.

— pat@delandbeacon.com

Pedestrian Village: local solution to homelessness

The Daytona Beach News-Journal

Tuesday, January 23, 2007

By MICHAEL E. ARTH

Pedestrian Villages — walkable communities with tree-lined pedestrian lanes in front and automobile streets at the rear — are part of the New Pedestrianism urban design philosophy I have been promoting since 1999. New Pedestrianism, or NP, is a more ecological and pedestrian-oriented variant of New Urbanism, the urban planning movement that has in Florida brought us Seaside, Celebration and Baldwin Park. Recently I proposed NP as a model for a Pedestrian Village that would address homelessness.

While redeveloping a slum neighborhood in downtown DeLand for the past six years, I familiarized myself with the problems of the homeless through working and talking with them. The homeless include a variety of socially dysfunctional people who suffer from mental disabilities, often compounded by physical disabilities. Most are employable and are able to reintegrate into society with the right kind of assistance, but others need permanent assistance.

Historically, there are four major obstacles to helping the homeless:

- Money.
- NIMBYism (Not In My Back Yard).
- Fear of attracting more homeless to the region; and
- Locating shelters that do get built in ugly, traffic-ridden, high crime areas, which is not conducive to improving mental health or rehabilitation.

The way to overcome all four obstacles in Volusia County is to begin building a Pedestrian Village on county-owned land four miles west of Daytona Beach on U.S. 92, adjacent to a wide range of facilities that already cater to the needs of those in trouble.

The mostly car-free village would be built incrementally, allowing us to assess what kind of buildings and facilities are needed over the years. County funding may come as it is dem-

Exploratory Meeting

A group will meet at 10 a.m. Friday, in Michael Arth's office at 302 S. Hayden, DeLand. Send e-mail to michalearth@earthlink.net for directions.

Instead of being a collection of towns seeking to export our homeless problem elsewhere, we should take a principled stand to provide shelter here in Volusia County.

onstrated that the village saves money elsewhere. There would be private, state and federal financing, donations, residents' payments, and contributions from various agencies.

A 1 percent tax on alcohol could provide basic funding. A daily budget of \$30 per person, combined with the construction cost of \$17,500 per person, amortized over 20 years, would result in an average daily cost of \$32.40. Compare this to the 2001 Department of Justice study showing an average daily incarceration rate of \$62 per person (2007 estimate would be \$110). Also compare this to the perhaps even higher cost of our current band-aid approach, which consists of endless police/fire/EVAC responses, emergency room and hospital care, jail, problematical shelters, public assistance, charity, and extra psychiatric care, coupled with the inestimable social and psychological costs.

Instead of being a collection of towns seeking to export our homeless problem elsewhere, we should take a principled stand to provide shelter here in Volusia County. Not only is it the right thing to do, it will cost

less both financially and socially in the long run.

Tiger Bay Village would serve people being released from rehab or incarceration, and house those who do not need to be institutionalized, yet cannot function on their own. It would provide a temporary sanctuary for those leaving an abusive spouse. The village would serve the elderly indigent, the mentally ill, those with substance abuse issues and those who are refused other public housing assistance.

Housing would be structured in order to protect the vulnerable, but good behavior would result from meeting people's basic needs, and giving them a purpose, a refuge and the chance to live in a beautiful place free of the scorn they received when they were forced to survive in a dangerous urban environment.

The village, with its storm-resistant buildings, could also provide emergency shelter. Housing would range from multibed barracks to Katrina cottages. Some of the multibed facilities, with broad raised porches and columns, would face and encircle a central commons. Instead of trailers, tents or industrial style architecture that would only reinforce the learned hopelessness and helplessness of their previous circumstances, all the buildings would be designed in a local, traditional style that would help uplift the spirits of the residents instead of creating the feeling of a slum or prison camp.

Able-bodied residents would be employed and be paid for helping to build and maintain the village. A day-labor facility would provide certified workers to the public. A community garden and orchard would supplement the meals served in the dining halls. It would be a refuge and a thriving community in a beautiful lakeside setting that any of us would be proud to visit.

Arth is an urban designer and the primary developer of Downtown DeLand's Historic Garden District.



1-23-07

Place for homeless to get back on their feet

By DANIEL T. PRAY

I've been involved with helping the homeless in one way or another for about 15 years, including running a nonprofit work program in Daytona Beach in the early 1990s. I've also been homeless on more than one occasion, once living in a car with two of my children and heating my daughter's baby bottles in a convenience store microwave oven.

Through my experiences, I learned that if you offer homeless people decent pay for a fair amount of work, 99 percent of them will jump at the chance and do a darn good job. If you tell them you need help the next day, they'll show up for work again. The problem comes at the end of the work day.

They can only afford to live on the streets or in the poorer areas of a town. So for many of them, going "home" means returning back to a place where it is easy to

feed drug addiction and alcoholism. These, I believe, are the primary problems of most homeless people. Others are mentally or physically disabled. Most of the homeless are men. Most like, if not need, to feel they belong, so in the absence of a suitable support network, they look to other homeless people with problems similar to their own for association. On the street, that association can compound their problem.

When I was running my homeless organization, I had a dream that if I ever got a real hunk of money, I'd build a camp for the homeless. This camp would have everything: help with getting ID; medical care including eyeglasses and dental; G.E.D. diploma; drug/alcohol treatment; job evaluation/training; legal advice; parenting classes; anger management; a day-labor hall and a mess hall serving three meals a day. And shuttles for transportation. The location

would be far from the city. And residents would sign a three-month contract to get in and could stay up to a year. It would provide the environment, stability for them to get back on their feet and back into the mainstream of the larger community.

Former County Councilman Big John had a similar idea some time ago, about doing something like this out by the landfill. People objected, in part because of transportation and the notion of associating the homeless with a garbage dump. Now Michael Arth and others are proposing a village out near Tiger Bay. I like the idea, a place helping the homeless that could be an inspiration to other communities, a transitional village from which the cities and counties could hire work crews to clean parks or build public facilities like the old Depression-era CCC labor crews did.

Pray lives in Palm Coast.

Why fund a homeless shelter?

1-22-07



MY 2 CENTS' WORTH

Pat Hatfield

There's a grand discussion going on in DeLand's Garden District, and a great vision.

It's for a pedestrian-style village, a refuge for Volusia's tired, worn people: a homeless shelter.

Architect-developer Michael Arth, a prime mover behind the redevelopment of a crack neighborhood into DeLand's Garden District, is the man with the vision, and the design for it. Homeless advocate Linda Brown approves of it.

Volusia County Chair Frank Bruno promised to see about getting a tract of county land off Red John Road dedicated for a shelter.

While he doesn't see it as a panacea for all the problems connected with homelessness, Bruno liked the concept Arth showed him.

"We have children living out of vehicles, now," Bruno said.

But, he warned, he can't promise county funding to build the shelter, in these days of tax rollbacks and state caps on funding. Florida taxpayers don't want to pay for it. And the federal government won't be forthcoming, he said.

"They're looking at war, and how to pay for the war," Bruno said.

Arth is seeking donations and matching grants to get the project off the drawing board, but at some point, the shelter project will need public funds.

One might ask, why should taxpayers want to back a multimillion-dollar project for bums who don't work?

Never mind that medical, social and

mental problems keep many homeless people from getting or holding a job. Never mind that many do work; they just can't make enough to pay for rent, utilities, medicine and groceries.

They (those other people who have nothing at all to do with us) start living in their cars. Personal hygiene becomes difficult to maintain. Jobs are lost. They're on the street, living in the bushes or under someone's porch.

They're ragged and worn and need a bath. We cross the street, because *they* are a little scary-looking, now.

Why should we care about *them*? Why spend our money on *them*?

Because they're you and me, brothers and sisters. Look into the glass.

How many paychecks away are you from losing your home? What if you don't have family or a social net to fall back on?

And if losing a check or two wouldn't be a problem, I challenge you to donate them to a shelter fund.

Ridding the Garden District of people wandering the streets, trespassing, panhandling, drinking and sleeping under bushes may have fueled the fire for the shelter. It doesn't mean it isn't the right thing to do. It will help people live with dignity, and have a chance to get back on their feet.

It makes more economic sense to spend an estimated \$35 a day to keep someone in a shelter, instead of an average of \$100 a day to keep that person in jail, plus the costs of police, fire/rescue and others who deal with the homeless on the street.

It isn't just a question of money. It's a question that cuts to the heart of who we are. Are we a compassionate people? Or are we willing to let people die by the side of the road like animals, because we don't really care?

— pat@delandbeacon.com

Thursday, February 15, 2007

Homeless Community Proposal To Be Discussed At Stetson

By HEATHER MARTYN

A public forum on homelessness, sponsored by DeLand's Government Affairs Committee, will take place on February 20 at 7 p.m. in the Rinker Auditorium of the Lynn Business Center to discuss the proposal of Tiger Bay Pedestrian Village. With eight panelists in attendance, the forum will be open to the Stetson and greater DeLand community. It will be a discussion about the proposal to build a homeless community on 125 acres of county-owned land west of Daytona Beach on International Speedway Blvd., adjacent to the county jail.

"The village could meet the needs of the temporarily homeless and also those who, for their own safety and the safety of others, should have some buffer from the wider world," said homeless advocate and urban builder Michael Arth. "For far less than what we spend now treating the homeless like packs of stray dogs, we could instead enable them to have charming houses and amenities that would be a temporary stop for most and a permanent solution for some."

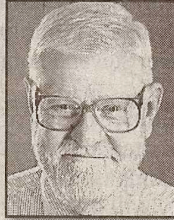
The proposal, which has created controversy among residents in Volusia County, would allow for a pedestrian community where the homeless of Volusia County could go to find housing and employment. A pedestrian community is based off of the concept of New Pedestrianism, what Arth describes as walking communities that have tree-lined streets at the rear of houses and tree-lined pedestrian lanes in front. The Tiger Bay Village plan follows New Pedestrianism and has been proposed to county officials and homeless agencies to efficiently address issues of homelessness.

Contact Heather Martyn at hmartyn@stetson.edu.

The homeless nexus

3-1-07

Disclosure: *Because the author of this article is chair of the DeLand Chamber Government Affairs Committee, the following comments are not to be construed as reflecting the views of the DeLand Area Chamber of Commerce Board of Directors, the Government Affairs Committee or chamber staff.*



VERITAS
William C.
Hall

The recent DeLand Area Chamber of Commerce forum on homelessness did not bring a focus on solutions as much as on the complexities of the problem.

The chronically homeless are those with either a chemical addiction or mental illness — or both. There are also a few lost souls who are urban hermits, “choosing” life in the woods over the more constraining life in a shelter. If this group suffers a mental affliction, it doesn’t yet have a name or diagnosis.

Then there are the 1,500 homeless children enrolled in Volusia County schools and still others who are temporarily homeless as a consequence of job loss or a natural disaster. Another group is the flotsam of war: those veterans alienated from society, and clinically diagnosed with post-traumatic stress disorder. New victims of the trauma of combat are being produced every day in Iraq and Afghanistan and will soon be coming

to a street near you.

If the causes of homelessness are several, the solutions are necessarily multiple. As with the various forms of cancer, there isn’t one magic pill that cures all, and some cases may be utterly incurable.

The current economic costs of homelessness are difficult to quantify, but the costs are clearly great. Jails and hospital emergency rooms are almost as frequently visited by the homeless as are the liquor store or soup kitchen. Moreover, the services that are available to help the homeless are geographically scattered, making access difficult for those who have no personal transportation.

Service providers to the homeless are compassionate folks who are under-funded and dependent upon grant monies that often come with Byzantine compliance requirements. This in turn breeds a phenomenon called Provider Turf Syndrome. PTS is characterized as opposition to change born of the fear of lost funding.

The extent the chronically homeless can be removed from the merchant’s doorway and our residential streets is the extent to which they can be institutionalized, a difficult solution at a time when the courts have upheld the “right” of the helpless to be homeless.

In the past, government provided asylums for care of the mentally ill poor. Most such institutions disappeared in the 1960s in a spate of justifiable closings of the county “funny farm,” where abominations frequently occurred. The concept of the “asylum” is now so stigmatized that we have been willing to tolerate legions of mentally ill or addicted people living on our streets.

Nonetheless, I find myself favoring some kind of homeless-services campus, away from the residential and commercial centers, where treatments can be provided and the most severely afflicted can be housed in a proper clinical environment until such time as they are able to function in society.

Whatever solutions are undertaken, they will be varied and expensive, but not nearly as expensive or inadequate as the present fractured system.

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3 boys face charges in homeless man's beating

3-29-07



News-Journal/JESSICA WEBB SIBLEY

From left, Jeremy Woods, 17, and two unidentified 10-year-olds appear in court Wednesday at the Volusia County Branch Jail in Daytona Beach. They have been charged with aggravated battery in connection with the beating of a homeless man late Tuesday night.

By JAY STAPLETON
STAFF WRITER

DAYTONA BEACH — When a judge asked the 10-year-old boy in handcuffs Wednesday whether he wanted a lawyer appointed to represent him on his charges of being part of an attack that left a homeless man hospitalized, the small, blond child nodded.

A taller brown-haired 10-year-old boy in a white corrections jumpsuit and a tall 17-year-old also wanted lawyers speaking for themselves because none of their parents were in the courtroom Wednesday af-

Witnesses said Woods was encouraging the younger boys to throw rocks.

ternoon before County Judge Peter Marshall.

Police say Jeremy Woods, 17, and the two younger boys beat John D'Amico on Tuesday night. The attack that left D'Amico recovering Wednesday at Halifax Medical Center is the latest in a state where more homeless people are attacked than in any oth-



WOODS

crimes.

"I was jumped by a bunch of little kids," a befuddled 57-year-old D'Amico said Wednesday as he waited to go into surgery. "They were taunting us."

er, with 42 incidents last year resulting in eight deaths.

Lawmakers are considering increasing penalties for such assaults by labeling them hate

The Daytona Beach News-Journal is not publishing the names of the younger boys because they are 10 years old and officials have not decided whether they will be charged as adults.

No parents came forward at the first appearance in court for the three, who stand accused of following D'Amico and Mike Wantland, 46, Tuesday night and throwing rocks at them. D'Amico was seriously injured when

SEE HOMELESS, PAGE 7C

jay.stapleton@news-jrnl.com

Housing the homeless

Compassion means "sympathy for the suffering of others and generally implies the desire to help those in need."

In 1948, the United States became a signatory to the Universal Declaration of Human Rights, delineated under Article 25 (1) of the United Nations Charter. In the language of the declaration: "Everyone has the right to ... food, clothing, housing and medical care and necessary social services." This is derided by some as a Marxist doctrine and extolled by others as fundamentally humane and Christian.

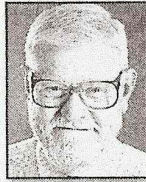
"Vagrant" is the legal term that has been long applied to those who live on the streets, but that terminology has been largely replaced by the more euphemistic "homeless" as descriptive of the mentally ill and/or chemically addicted poor.

As our language has become gentler, our treatment of the homeless has, in many respects, become harsher. Compassion now comes with a qualifying acronym: NIMBY, meaning "Not in My Back Yard."

In the days of "hoboes and bums," we had government-operated "insane asylums" or "county homes" for the mentally ill, the addict and the destitute. Today we provide more and better services but at a multitude of urban locations that are difficult to access by those who, being homeless and impoverished, lack personal transport. Moreover, those urban service locations activate the NIMBY impulse.

In this time of growing economic hardship, the ranks of the homeless are swelling, and municipal governments are being urged to arrest and incarcerate "the vagrants." Thus the very problem that actuates our NIMBY response arises precisely because of the decentralization and segmentation of care facilities.

Michael Arth, the creator of the ac-



VERITAS
William C.
Hall

claimed Garden District renovation in DeLand, long ago proposed a homeless facility that he dubbed *Tiger Bay Village*. In Arth's vision, the facility would be located in rural Volusia

County and would provide all essential housing and social services in a single location, thereby eliminating the NIMBY issue while also facilitating a more efficient delivery of those social services that we already provide at great expense. His well-thought-out plan was alternately scorned as a concentration camp or a country club for the homeless. Ironically, many of those objections arose from the very social-service agencies who fear the centralization of services.

Understandably, the agencies that provide food, shelter and care for the homeless have significant investments in facilities throughout the county. Thus the prospect of having to move to a central location would require a major overhaul of the way in which the service providers operate, and therefore the campaign, by some, to denigrate the Arth plan as inhumane.

There are, of course, legitimate legal questions about compelling the homeless to live in a specified location as in bygone days when our asylums were likened to London's notorious Bedlam hospital. In the 18th century, the chained and abused inmates were regarded as amusements, and visitors paid admission to witness and participate in the torment of the helpless. However, when our latter-day reformers abolished institutional care of the homeless, we threw the baby out with the bath water. Indigent care, as currently offered, is inefficient, because it is segmented and often inaccessible.

Arth's village concept should be revisited.

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HOME NEWS & ENTERTAINMENT

H.O.M.E. News
Network

February, 2011
Vol. 2 No. 1

Inside this issue:

Page 2—Most terrifying thing about being homeless

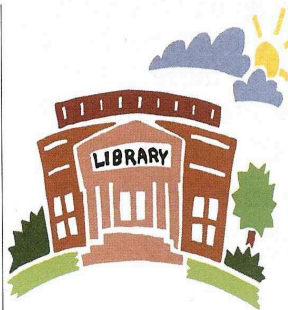
Page 3—Advertisements

Page 4—Message from H.O.M.E.



Points of Interest:

- “Tiger Bay plans to help the Homeless that have slipped through the cracks”
- Tiger Bay will have Drug and Alcohol rehabilitation
- Tiger Bay is a great start to solving the homeless issue

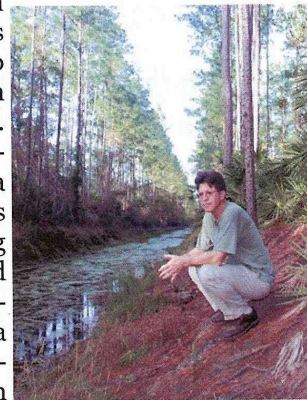


TIGER BAY MOVES FORWARD

Michael Arth says that the current approach to adult homelessness, which follows a similar model all over the United States, has failed and continual applications of “band-aid solutions” by various competing and disparate agencies are not going to fix it. Homelessness is not something that exists in isolation. Much of the problem with the current approach is that we have been trying to deal with homelessness on a piecemeal basis instead of as a community system. Tiger Bay Village could be a one-stop shop for the diverse needs of the homeless where services can be consolidated for the maximum benefit of both the homeless and the rest of us. It would

have sections for the adult homeless who are still suffering or recovering from drug and alcohol abuse, as well as a separate “neighborhood” for the clean and sober. It appears that Tiger Bay a planned homeless community, will finally be moving forward. “Tiger Bay will reach out to the homeless men and woman who have slipped through the cracks” Said Mr. Arth project developer. Tiger Bay will be a place that provides shelter while helping homeless men and woman re-enter society. Tiger Bay will be a place where the Homeless community can receive counseling, medical assistance, alcohol and drug reha-

bilitation, Job training and much more. Mr. Arth hopes Tiger Bay will make a positive difference in many people’s life’s. Tiger Bay sounds like a great first step in solving the homeless issue.



Michael E. Arth at Tiger Bay Canal

H.O.M.E MOVES OUT OF LIBRARY

H.O.M.E will no longer hold their weekly meeting at City Island Library. H.O.M.E

would like to thank Brook White, regional librarian and the entire Library

staff for their efforts and for making H.O.M.E’s weekly meeting a success.

Originally appeared on News-Journal Online at

<http://www.news-journalonline.com/news/local/east-volusia/2011/04/28/daytona-beach-panel-grapples-with-agency-rules.html>

| [Print This Page](#)

Daytona Beach clarifies what it wants for social agencies

By EILEEN ZAFFIRO-KEAN, STAFF WRITER



4-28-11

Daytona beach City Commissioners want to put limits on where new social service agencies can open and if existing agencies can expand. (N-J | Nigel Cook)

DAYTONA BEACH -- Final decisions on new rules for agencies in the city's redevelopment areas that help the homeless and others in need are still three months away.

But at a workshop Wednesday night, city commissioners made a few things clear.

They don't want changes that will make prohibited social-service agencies legal; they don't want new agencies coming into the struggling pockets of the city targeted for revitalization and, while they're OK with grandfathering existing agencies, they don't want them to expand.

Commissioners also were candid about their frustration with Daytona Beach shouldering the vast majority of the responsibility in the area for those who need help with food, clothing, shelter, jobs and medical care.

City Commissioner Pam Woods pointed out Deltona, the county's largest city, has less than 3 percent of Volusia County's social-service agencies while Daytona Beach has nearly 57 percent.

Woods, who works with homeless kids in the school system, said, "One of the biggest problems I experience is lack of services in other parts of Volusia County."

For nearly three years, city commissioners have been grappling with rules for social-service agencies. The agencies were first put under a microscope in 2008, when Catholic Charities tried to open a center on Ridgewood Avenue beside the Basilica of St. Paul that would have offered everything from financial assistance to family counseling.

City commissioners turned down their request that year, and again in 2009. By an October 2009 meeting, commissioners were one vote away from making it illegal for a slew of agencies that help the poor and homeless to start up or expand in the redevelopment areas.

The vote never took place on that October night. Instead, commissioners agreed to put their decision on hold and allowed a group of citizens to form a task force and offer recommendations.

Some of that task force's suggestions, such as grandfathering, were accepted Wednesday. But commissioners turned down the idea to allow five prohibited uses with some new conditions attached. The task force and city staff will go back to the drawing board now, and commissioners will see a reworked proposal for social-service agencies in July.

The City Hall meeting room was packed Wednesday night, but, because it was a workshop, commissioners and staff did all the talking with the exception of a brief statement from the task force's leader, Ray Salazar, president of the United Way of Volusia-Flagler counties.

After the meeting, Salazar said he was happy with some commission decisions and a little disappointed with others.

The public will be allowed to comment at several future meetings when social-service agencies will be discussed.

If commissioners decide to allow existing agencies to be grandfathered, those agencies will have about 60 to 90 days to register with the city. Those that fail to register would automatically be disqualified from consideration for grandfathering.

Woods and Commissioner Edith Shelley were adamant about their discomfort with allowing things such as food pantries and substance abuse centers in redevelopment areas. 'I think this is a huge step backwards,' Woods said. 'The goal of a (Community Redevelopment Area) is to eliminate blight,' Shelley said. City Commissioner Rob Gilliland said commissioners haven't done much yet to help people complaining about social service agencies in their neighborhoods. And City Commissioner Kelly White said commissioners need to figure out how to reduce the negative impacts the agencies are having on the areas the city is working to improve.

"The transient feel in some areas is so strong," White said.

Shelley suggested members of the task force, which includes heads of social service agencies and other leaders, talk to people who live and work in the redevelopment areas. City Commissioner Patrick Henry said ultimately commissioners are going to have to tackle the bigger problem of homelessness in Daytona Beach.

"We need a comprehensive plan to deal with the homeless," Henry said.

Mayor Glenn Ritchey agreed.

"We're not doing a good job with the current system," Ritchey said. "We desperately need to work on that in the future."

For now, the responsibility for social-service agencies needs to be spread around the county, Woods and other commissioners agreed.

"We are a beachside community of 60,000 people, and we need to quit getting treated as a core city," she said. "It's time for the rest of the county to help as well."

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20 - DESCRIPTION OF ADJACENT FACILITY

STEWART-MARCHMAN-ACT BEHAVIORAL HEALTHCARE PINEGROVE CENTER RESIDENTIAL DETOX

1150-1200 Red John Road Daytona Beach, Florida 32124, Phone: 386 236-3123. Clients could transfer out of this facility, after detox, into a 3 to 18-month program at the adjacent Tiger Bay Village that would vastly improve chances of long-term success.

Stewart-Marchman-Act Behavioral Healthcare (SMABH) provides Detoxification services for 19 clients at the Pinegrove Crisis Center located just west of Daytona Beach, as well as an 8-bed unit located in Flagler County. Both SMABH Detox units are classified as Addictions Receiving Facilities. The Pinegrove Center is co-located with a Crisis Stabilization Unit and a 20-bed substance abuse residential treatment program. All Pinegrove Detox and CSU clients are initially screened for placement through our Emergency Services Division, and are admitted based on their presentation, legal status, and/or physician's orders. State funded at the rate of \$204.94 per bed day.

The SMABH Detoxification Unit serves approximately 2500 individuals each year from our community. In 2007, ETOH abuse accounted for 60% of all admissions while the remaining 40% present for Detox from street or prescribed drugs. There has been an increase in opiate- dependent client referrals.

A typical client at Detox is a white (82%) Male (74%), with nearly 66% percent reporting their status as single/unmarried/divorced. The average age is between 30-54 accounting for 72% of the population we serve.

About 86% of admitted clients meet the criteria of income being 50% or more of the poverty level. Those admitted under our status as an Addictions Receiving Facility accounts for 36% of all admissions with 87% of these being white. Among ARF intakes, 80% report an income of 50% or more of the poverty level.

All SMABH programs are geared toward providing services to co-occurring clients, which make up nearly 70% of our Pinegrove referrals. When SMA Behavioral was formed by merger in October 2008, the former companies known as Stewart-Marchman Center and Act Corporation provided services to nearly 17,000 common clients referred for both substance abuse and mental health conditions.

Among all admissions, clients who leave Detox services against medical advice account for 29% of discharges. Court referrals account for 12% of admissions.

Clients may be self or family referred, under the protective custody of law enforcement, or under a Physician or court order for services pursuant to the provisions of state law relating to the involuntary placement of individuals in need of substance abuse services.

21 - CHAPTER ON HOMELESSNESS BY MICHAEL E. ARTH

43 - Homelessness



Fig. 43.1. Homeless woman in San Francisco.

Homelessness is a serious worldwide problem, with about a billion people living in substandard housing, and a hundred million people living without any housing at all. In the United States, a twelve-month survey done in 2006-2007, showed almost 1.6 million homeless persons, with 474,000 of this number being families. In January 2007 there were about 672,000 sheltered and unsheltered homeless persons, and about 124,000 chronically homeless people at one time. About 82% are not chronically homeless, thus explaining why there are far more homeless people over a twelve-month period. Sixty-four percent are minorities, 69% are men, 13% are veterans, and 77% live in the center of cities. Two-thirds of the homeless have mental health or substance abuse issues.⁵¹⁹ My personal dealings with the homeless brought home these statistics. In 2005, an older, recently divorced woman came to visit me

in my Garden District neighborhood. She was looking to move from the bigger city, where she had been living, in search of a quieter life. I gave her a tour of our newly renovated neighborhood, with its historic homes, picket fences and tree-lined pedestrian lanes. She signed a lease-purchase agreement to buy a charming, one-bedroom bungalow from me and moved in. Shortly thereafter, she went back to where she was moving from, for a week, to finish her moving arrangements.

When she returned, she called me up in hysterics. All I could make out was that she was leaving town immediately, and that the deal was off. She was so upset that it took me a while to figure out what had happened. During the week, a vagrant had broken into the house, and set up housekeeping. He ate her food, slept in her bed, rifled through her clothing, went through her personal items, and used her bathroom. A bag, with his grungy personal things in it, was still there when she came home, indicating that he intended to stay for a while. I was outraged by the violation of her privacy, and was disappointed by the loss of a sale, at a time when I really needed it. However, it got me thinking seriously about the homeless issue, and it marked the beginning of a personal odyssey to find a solution to homelessness that could work everywhere.

With the best of intentions, a church two blocks from my house, had caused an added influx of the homeless into our neighborhood by offering free meals to the hungry. There was no free lodging attached to the meals, so the homeless, at first, took to camping out under an awning at the entrance to the church. This went on for a few weeks, before the church decided to run them off. After that, the homeless fanned out over the neighborhood, and slept on our porches, under our houses, in our yards, or wherever they could. The crime rate, which had been brought low through several years of diligence and urban rejuvenation, started to inch back up. When crossing the neighborhood on foot I found little groups of homeless people camping out in patches of woods, or on my property, surrounded by trash. There was a knifing incident, and a medical helicopter landed in the middle of our neighborhood to transport the victim. The litter, that I was already in the habit of picking up on a daily basis, began to increase. There was more graffiti, and nerves were on edge as panhandlers spread throughout the downtown areas. A

deranged man took up residence on a sidewalk bench downtown, and talked to himself in a loud voice that could still be heard over the noise coming from his boom box. My unofficial role as the New Urban Cowboy was tested—almost as much as it had been with the drug dealers, back in 2001, when I first arrived in the neighborhood. I ran off a homeless person who became hostile with a female neighbor of mine after she refused to give him money. I called the cops dozens of times as I came across vagrants fighting with each other, drunks passed out, and gnarly-looking intruders lurking in the shadows. I also uncovered a graffito a few hundred feet from my house that offered an alternative view of my role in the neighborhood: “Fuck Natzi 4 eyez thatz u wight man.” The graffiti artists had been unhappy because I asked them a number of times to tone down their loud, drunken revelries.

One day, I marched over to the church and had a serious talk with the pastor about how their good intentions were aggravating a problem throughout downtown DeLand and the Garden District. The pastor insisted that his church was doing God’s work by administering to the poor, and it was up to the rest of us to solve the other problems. I said that the location of the church’s soup kitchen was making it a bad neighbor, and reminded him that loving *all* of one’s neighbors was supposed to be an honored Christian tradition. I think we both felt bad after the meeting, but the meals continued to be served and the problem escalated.

Tension and resentment continued to grow. Some took the law into their own hands. Five teenagers beat up a homeless man a block from my house. Another one was knocked off his bicycle and beaten. A homeless man I had known personally for years was found dead. It appeared that he had been beaten and robbed. In December 2006, one of my neighbors shot a knife-wielding mentally disturbed homeless man on his back step. The injured homeless man ran next door, crawled behind a bush, curled up in the fetal position, and died. He was found the next day. The incident occurred three houses away from the house where I live with my wife and our young daughter.

The last incident was the final straw for me. Maggi Hall, the realtor, preservationist, and neighborhood activist who had originally invited

me to buy property in DeLand, called a meeting to discuss options. My neighbors and I had just spent the previous five years rebuilding a slum neighborhood into the “Historic Garden District.” By living amidst and employing both the homeless and the working poor—groups that included ex-cons, substance abusers, and those with mental disabilities—I developed a lot of empathy for those struggling on the fringes of society. However, as a landlord and a family man, I also experienced anger and resentment as I was confronted with break-ins, littering, violent crime, and all the other problems associated with homelessness. It seemed to me that the current piecemeal approach to the homeless issue, practiced in my area as well as everywhere else in the country, was not working very well.



Fig. 43.2. Scott “The Grunion” Du Grenier, 43, would suffer seizures and pass out in the Garden District. I took this picture on March 10, 2006. Less than six months later, he was found beaten to death. This was one of the incidents that eventually led me to found an organization called “Villages for the Homeless,” dedicated to finding a universally applicable, permanent, humane solution to care for the chronically adult homeless who are suffering from mental illness, and substance abuse related issues.

Many communities are fearful that ministering to the homeless would act as a magnet to attract even more homelessness. This has created a policy of negative one-upmanship as neighborhoods and towns all across the country seek to export their problems to their neighbors, sometimes even giving homeless people bus tickets to go elsewhere. Some of the homeless in DeLand reported that police in Daytona Beach

had done just that, giving them a bus ticket and telling them about the free meals at the church. I argued that it could be a source of great pride if Volusia County took a principled stand to create a national prototype for the proper treatment of the homeless. It will cost less both financially and socially, and it would be the right thing to do.

Neighbors at the meeting were upset and concerned. I suggested that we consolidate the disparate public and private homeless agencies that were spread over two counties into one attractive village for mutual benefit. Instead of 24 competing agencies, that are supporting an unpopular and ineffective bureaucracy, we could more efficiently and humanely deal with the various issues related to the adult homeless—not the least of which being employment. The village would only be for adults. Families and kids would be reintegrated back into the community with housing as soon as possible.

Over the next few months there were various meetings to discuss the idea, and the story of what we were trying to do made the national news. Even the *Jon Stewart Show* called—but I suspected it was to make fun of it as a “country club for the homeless.” The comedy news show writers backed off when they saw that it was not as wacky as the headlines made it seem, but rather a plan that would save money and seriously address the problem.

Our current approach to homelessness does not work, and increasing the budget without changing our strategy is throwing good money after bad. At one of our meetings, a reporter told me he saw a disheveled man steal a candy bar from a store, walk outside, and then wait patiently for the police. The arresting officer returned the unwrapped candy bar to the store, and the man was taken to jail. That arrest, and visit to the jail, cost more than a night in Manhattan’s Ritz-Carlton, but the taxpayers got off comparably cheap. I personally know a homeless man who suffers from schizophrenia and alcoholism. Every time he gets drunk enough to pass out, a team of police, fire, and EVAC personnel administer to him before he is taken to the ER. This is followed by several days in rehabilitation. At thousands of dollars per incident, plus all the other trouble and expenses he has run up with agencies and individuals over the years, he has cost society a fortune. Also, despite sporadic well-

intentioned efforts, we have not done this man any good.



Fig. 43.3. An example of the expensive, inefficient, piecemeal approach to homelessness: In my town, three agencies — fire, police, and EVAC — respond every time a homeless person has a few too many.

I proposed building a Pedestrian Village for the adult homeless near Daytona Beach. The county-owned site already had a wide variety of services, including a jail, a prison, and various drug rehabilitation centers. The lakeside village, surrounded by a forested greenbelt, could have architecturally appealing housing, ranging from group homes to small cottages. The residents could assist in the building and maintaining of the village, and also tend the community garden and orchard. There could be a labor placement service to provide prescreened workers to local businesses, something I could have used when I was rebuilding the Garden District. It was always a roll of the dice whenever I hired workers from the day labor agencies, because I rarely had any solid information about their background, and they usually had no verifiable address. Once I unknowingly hired a murderer and sex offender who stabbed to death the wife of one of my other workers over a plate of food.



Fig. 43.4. Proposed Tiger Bay Village for the adult chronically homeless. It is car-free, except for the parking and the fire road, and could both consolidate and cluster almost two dozen existing agencies. The land is already owned by the county, is zoned for this purpose, and is next to a supporting facility.

The village could meet the needs of the temporarily homeless and also those who, for their own safety and the safety of others, should have some buffer from the wider world. For much less than we spend now treating the homeless like packs of stray dogs, we could instead enable them to have housing and amenities that would be a temporary stop for most, and a permanent solution for some. We pay dearly for the misery that unhappy and maladjusted people inflict upon themselves and others. When the basic physical and psychological needs of the homeless are not met, it becomes impossible to properly address their psychiatric needs.

Everyone needs food, clothing, attractive shelter, meaningful work, a sense of purpose, love, hope, empowerment, community solidarity and a connection with nature. Without these things, even the most privileged among us would have a hard time finding fulfillment in life. Funding cutbacks and the policy of deinstitutionalization, dating as far back as 1955, have driven many of those with mental disabilities into the street and into the prisons. Between 1970 and 1998, the number of beds in state and county mental hospitals dropped from 413,066 to 63,526 beds, a drop of 85%, even while the population of the U.S. went up by 28%.⁵²⁰

Dr. E. Fuller Torrey, Executive Director of the Stanley Medical Research Institute, in his book *Out of the Shadows: Confronting America's Mental Illness Crisis*, estimated that by 1994 there were 763,391 severely mentally ill people, living in the communities, who would have been hospitalized forty years earlier. By now, the figure may be over one million. Based on Dr. Torrey's estimate of 2.2 million mentally ill people in the U.S. in 1994, there would be around 2.5 million today.⁵²¹

The mentally ill, combined with other homeless people, find themselves scorned and resented as they shuttle among agencies and charities. Spreading the services around has only limited applications because it is inefficient, and it creates powerful resistance from those who do not want homeless services and shelters in their neighborhood. This ensures that the homeless are driven into ugly, crime-ridden areas, where their psychological needs cannot be properly met, and the odds are increased that they will end up in jail. Instead of building social institutions and alternative communities, the U.S. has built jails and prisons at a rate seven to twelve times that of Canada and certain countries in Europe.

It has been estimated by the National Alliance on Mental Illness that nearly a half a million of those in jails and prisons have mental illness. About half of all those in prison—1.2 million—are either mentally ill and/or suffering from substance abuse issues. The idea behind the deinstitutionalization was to give the mentally ill their freedom by turning them out of the asylums. Instead, the prisons have become the asylums and the drug treatment centers.⁵²²

The solution is to build pedestrian villages for those who do not adapt well to the challenges of urban life. The villages would attract those who would otherwise commit crimes to get out of the weather, and act as a halfway house or permanent housing for some who are leaving jail or prison. It could also serve those non-violent offenders who are now being incarcerated because we do not know how to humanely deal with mental illness or substance abuse. Instead of expanding the county jail, as is now the plan for the Tiger Bay site, a bed can be added in a village on the same land for a fraction of the cost. It costs less because of reduced security and staff, and we can more effectively treat and reintegrate non-violent drug offenders. Happier people—especially those without a history of violence—require less maintenance and supervision. Many residents will also be working and contributing.

A village resident will have a chance to be a better person, instead of being surrounded by criminals in jail who will teach him to be a better criminal. I do not have all the answers. Nevertheless, I believe that in building a village we will discover a compassionate, effective, and affordable model for solving a number of problems that relate to mental health, drug abuse and homelessness that can work anywhere. What we are doing now costs taxpayers too much and has not resolved these issues.

The problems of the homeless belong to all of us, especially since about one-third of us fall into homeless because of circumstances often described as “but for the grace of God go I.” Even for those of us who are able to keep our heads above water, our needs are not being met very well by our American cities, which are designed more for automobiles than for people. Automobile-oriented urban design and architecture is typically ugly, unhealthy, demoralizing, inefficient and has greatly contributed to a wide variety of problems—most notably an economically and environmentally disastrous energy policy that is dependent on fossil fuels. All humans share the same basic needs, so villages that work well for the homeless should, ideally, not be very different from the way we all should live. Here are the major issues standing between the failed status quo and a solution to homelessness:

1. Politics—Our scattered government agencies that deal with homelessness are bloated with bureaucratic waste, and homeless industry employees have become attached to the status quo. Politicians do not want to help marginalized groups who rarely vote or contribute to campaigns. They also do not want to alienate their constituency by helping those who are seen as “less deserving.”
2. Overpopulation—a lack of family planning has increased poverty, caused more unwanted pregnancies, increased immigration, and created more homelessness.
3. Poverty—We have an impoverished attitude toward the homeless. We fear helping them because we fear being impoverished ourselves by their increasing numbers. The fear of becoming a magnet, and of attracting more homeless people, ensures that the meager help available is so unappealing that only the most desperate will take advantage of it.
4. Drugs—substance abuse of all sorts, especially alcohol and tobacco, affects most of the chronically homeless. This issue has been exacerbated by the War on Drugs, which is really a war on the poor.
5. Environment—The existence of poor, homeless people, many of whom cause societal problems in the course of scrounging out an existence, degrade the quality of life (especially theirs). Those with their own homes do not want the homeless in their neighborhoods. Wooded areas are sometimes clear-cut to make sure that the homeless do not set up camps. The intimidating presence of the homeless, and their litter, has spoiled parks, and other preserves, for others. In the bigger picture, climate change may be increasing the number of natural disasters (like Hurricane Katrina), which in turn leads to more homelessness.
6. Justice—How we treat the least among us bears directly on our sense of justice. In some sense, it has become illegal to be poor. With the highest incarceration rate in the world, it appears that we jail those who we do not know how to help. We should do what we can to help others

help themselves, and especially help those who *cannot* help themselves, in order to improve our society for the benefit of all. After all, none of us can be certain where we will end up.

7. Economics—Unemployment, and other economic disasters, caused by the declining value of unskilled labor, and rapidly changing job requirements, have exacerbated the problems of the homeless. Untold billions are spent in mostly hidden costs—spread throughout society—doing a very poor job dealing with homelessness.

8. Transportation—our automobile-oriented society creates a formidable barrier to getting a foothold. If you do not have a car, or cannot drive, you will be out of luck in most American cities. Only the city centers are compact enough to make public transportation work. Unfortunately, public policies have ruined many of the city centers, and made them unsafe.

9. Urbanism—the flight to the suburbs, and the overwhelming dominance of automobile-oriented architecture and infrastructure, has created inner city slums where the homeless are both pushed and drawn. This makes it difficult to rebuild the inner cities, and make them habitable again. There is a lack of affordable housing. The cost of permits and building code requirements, in addition to the cost of land and construction, ensures that housing costs will remain high. We lack a community where the homeless can unlearn hopelessness and become part of something bigger than themselves.

10. Health—Living outside is extremely hard on the health of the homeless because of exposure to harsh weather, diseases, lack of nutrition, violence and substance abuse. A lack of universal health care makes a mockery of preventative health, leaving taxpayers to absorb the higher cost of publicly financed emergency hospital care. Our society's solution to substance abuse, a health care issue, has been turned into a law enforcement issue. The mentally ill often end up in the street and in jail because of a lack of comprehensive mental health care. The

mentally ill and others who cannot function well in society need to have a safe and attractive community where they can live for the good of all.

11. Religion: The churches and other charities want to help, but they often work at cross-purposes by putting Band-Aids on disparate problems that need comprehensive solutions. Soup kitchens often disrupt the communities they are in by drawing the homeless into the inner cities. Shelters and missions are usually in ugly, traffic-ridden, drug-infested, high-crime areas, which are not conducive to improving mental health, rehabilitation or work creation. When shelters are proposed in anyone's neighborhood they unleash a huge NIMBY (Not in My Backyard) backlash. We need a well-organized, and non-controversial outlet for the urge to help others that will also help everyone.

12. The Future: The solution is to build pedestrian villages, connected to public transportation, that consolidate the homeless service agencies and address each of the above-listed problems. This solution does not apply to families with children, who should instead be immediately assimilated back into the communities, with housing as the top priority.

We have been attempting to build a prototypical village in Volusia County, Florida, where I live, that could try out these ideas. (See fig.43.4.) The ideal spot in our area borders the Tiger Bay State Forest near the population center of our two county region, on county-owned land four miles west of Daytona Beach on U.S. 92. "Tiger Bay Village" would be adjacent to a bus stop, a drug rehabilitation center and the county jail, from which certain, non-violent offenders could be diverted. The mostly car-free village would be built incrementally, allowing us to assess what kind of buildings and facilities are needed over the years. County funding may come as it is demonstrated that the village saves money elsewhere. There would be private, state and federal financing, donations, residents' payments, and contributions from various agencies. The generous private charities and individuals will have a central location to which to direct their donations of money, clothes, furniture, food and services. The existence of Tiger Bay Village would

allow people, in good conscience, to refuse to give money to panhandlers. Instead, citizens can direct them to the village. It is highly unlikely that homeless people will linger in places where there is no support.

Initial basic funding could be handled by a 1% “sin tax” on alcohol, suggested by local columnist, Bill Hall, who has strongly supported the plan. A daily budget of \$30 per person for room, board, and services, combined with the construction cost of \$17,500 per resident, amortized over twenty years, would result in an average daily cost of around \$32, almost all of which would be paid by the income of the homeless (whether from their federal aid or from their wages). Compare this to the estimated \$100,000 per prisoner for building new prisons, or to the 2007 Department of Justice study showing that American taxpayers spend \$60 billion a year, to hold 2.3 million people in jails and prisons. Incarceration costs about \$70 per person per day, without any hope of offset income.

The cost of the penal system does not take into account lost wages, increased social welfare for broken up families, and other societal costs resulting from locking up people. On top of the prison and societal costs, we can add the current Band-Aid approach, which consists of endless and expensive police/fire/EVAC responses, emergency room and hospital care, jail, temporary shelters, public assistance, charity, and extra psychiatric care, coupled with the inestimable social and psychological costs. No funding would be necessary from the current Volusia County budget, but only in future years as it is demonstrated that the village saves expenditures elsewhere. At this point, there could be supplemental funding from the two counties and surrounding municipalities. There would be private, state and federal financing, donations and contributions from various agencies. There could even be unique fund raising efforts, such as donations of individual group homes. The average homeless person in the U.S. has a median income in excess of \$300 per month, so they can also contribute most of that, and maybe more if their income can be raised through village efforts. If we had a guaranteed minimum income, as I proposed in chapter 22, virtually all funding would come from the homeless themselves.

Instead of being a collection of towns seeking to export our

homeless problem elsewhere, counties and localities across the nation should take a principled stand, and work together to provide long-term shelter for their own homeless. Not only is it the right thing to do, it will cost less both financially and socially in the long run. Tiger Bay Village could serve people being released from rehab or incarceration, and house those who do not need to be institutionalized, yet cannot function on their own. It could provide a temporary sanctuary for those leaving an abusive spouse. The village would serve the elderly indigent, the mentally ill, those with substance abuse issues and those who are refused other public housing assistance. It could provide diversion for non-violent offenders, and for people needing a half-way house on their way out of jail. It could also serve sexual predators who may find their housing options severely restricted in other places. This would have the additional benefit of being a place that is free of children that might otherwise be put in harm's way.

Housing could be structured in order to protect the vulnerable, but good behavior would result from meeting people's basic needs, and giving them a purpose, a refuge and the chance to live in a beautiful place free of the scorn they received when they were living in a dangerous urban environment. Many of the group homes, with broad raised porches and columns, should face, and encircle, a central lake or commons, to enhance the feeling of community. Individual lockers for stowing personal effects, and mail boxes, would be provided as steps toward protecting individual identities. Instead of trailers, tents, or industrial-style architecture, that would only reinforce the learned hopelessness and helplessness of their previous circumstances, all the buildings would be designed in a local, traditional style that would help uplift the spirits of the residents, instead of creating the feeling of a slum or prison camp.

Eventually there could be several dedicated commercial buildings, and one medical and mental health treatment center in the homeless village. An unspecified number of residential facilities could be mixed-use to include offices, small businesses and other facilities. There could be mercantile areas where residents can create things, such as crafts or art, or set up shop to provide services. The police or sheriff could

operate a substation on site to keep the peace.

There could be dining halls, a general store, a thrift shop stocked with donations from the public, a medical clinic and dispensary, a small library with computers and media, and various psychiatric and rehabilitation services. A special onsite bank could allow residents to have accounts and debit cards. Existing bus service could connect to area employers. The proposed Tiger Bay Village happens to be near the population center of the two-county region it could serve.

Able-bodied residents could be employed and be paid for helping to build and maintain the village. A day-labor facility could provide certified workers to the public. A community garden and orchard could supplement the meals served in the dining halls. It could be a refuge and a thriving community in a beautiful lakeside setting that any of us could be proud to visit and support.

After the plan was reported in the media, an angry woman called me up. She said, “I’m a taxpayer. Why should I have to support these lazy bums? I’m a Christian woman and Jesus said that there will always be poor among us.” Even though I do not follow any organized religion, I know the Bible well enough from my Catholic school upbringing to know that it can be used to argue both sides of just about any issue. I reminded her of Matthew 25:40 that has Jesus saying, “...as you do it to one of the least of these my brothers, you do it to me.” For good measure I asked her what she thought about the Golden Rule, found not only in two books of the New Testament but also in other texts stretching deep into antiquity. It was a short conversation.

During the process of fighting for the homeless village, I met the executive director of Serenity House of Volusia, Randy Croy. He gave me a tour of a homeless facility he ran in a rural area near DeLand—Serenity House West—and suggested that this site might form the kernel of a village. The site was only 10 acres, but after getting nowhere with the county on the other site, I decided to give it try. I drew up a plan and we met with county planners. We were told that the current agricultural zoning would force us to run an arduous, controversial, and expensive, two-to-three-year gauntlet without any guarantee of success. This was discouraging to Randy, but it inspired him to do a study on a targeted

sample of 22 people who formerly who had been chronically homeless. The study, involving fourteen men and eight women, looked at how much money was saved by taxpayers when there was focused and purposeful treatment, including housing. The study showed that the public spent \$463,256 a year for the group, for such things as jail, ambulance services and hospitals when they were homeless, compared to \$21,057 a year when they received comprehensive services and housing—a 22 to 1 cost differential. This study was not a random sample, and did not include costs related to the child-welfare system, for example, but it clearly shows that treatment is far better than the piecemeal approach. After treatment and housing were provided, Randy also found that his supervisory housing facility was able to “turn people around and help them become productive.” This means that the amount of money spent on the group could fall even further as some of the members become fully integrated back into society.

Before getting help from the Serenity House program, Mike Gurin ate out of dumpsters, and was in detox treatment, almost thirty times in less than two years. Through intervention, he overcame alcoholism and now helps others as a counselor’s aid. He is also pursuing a college degree to become a full-time substance abuse counselor.⁵²³ Gurin’s fiancée, St. Clair, has bipolar disorder, but she kicked her cocaine addiction through the program. She said:

A lot of people think it’s a waste of money for treatment, and that they [the homeless] did it to themselves, and they should lie in the beds they made. I think it’s important to have this study to show people that even if treatment doesn’t stick the first time, it’s still cheaper than keeping people out on the streets.⁵²⁴

We know with certainty that the usual piecemeal approach of dealing with homelessness has proven to be a costly failure, but that comprehensive treatment combined with housing works better and costs far less. I believe that we can increase the success of the treatment/housing approach by building attractive, full-service villages for the homeless, and that it is only a matter of time before it will be tried. For

more information, please visit our website:

Villages For The Homeless

www.villagesforthehomeless.org

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How can we permanently solve homelessness?

The current approach to adult homelessness, which follows a similar model all over the United States, has failed and continual applications of "band-aid solutions" by various competing and disparate agencies are not going to fix it. We believe that the comprehensive Villages for the Homeless approach will reduce crime, improve our cities, and ultimately prove to be less costly and more helpful to the homeless themselves. To find out how we can do this, please browse this site, get on our email list ([click here](#)) and give us your feedback so we can further refine the concept.

Instead of the status quo –



We could spend less, and get this:



No one should have to live this way,



or die like this:




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Fig. 43.5. Homepage for www.villagesforthehomeless.org