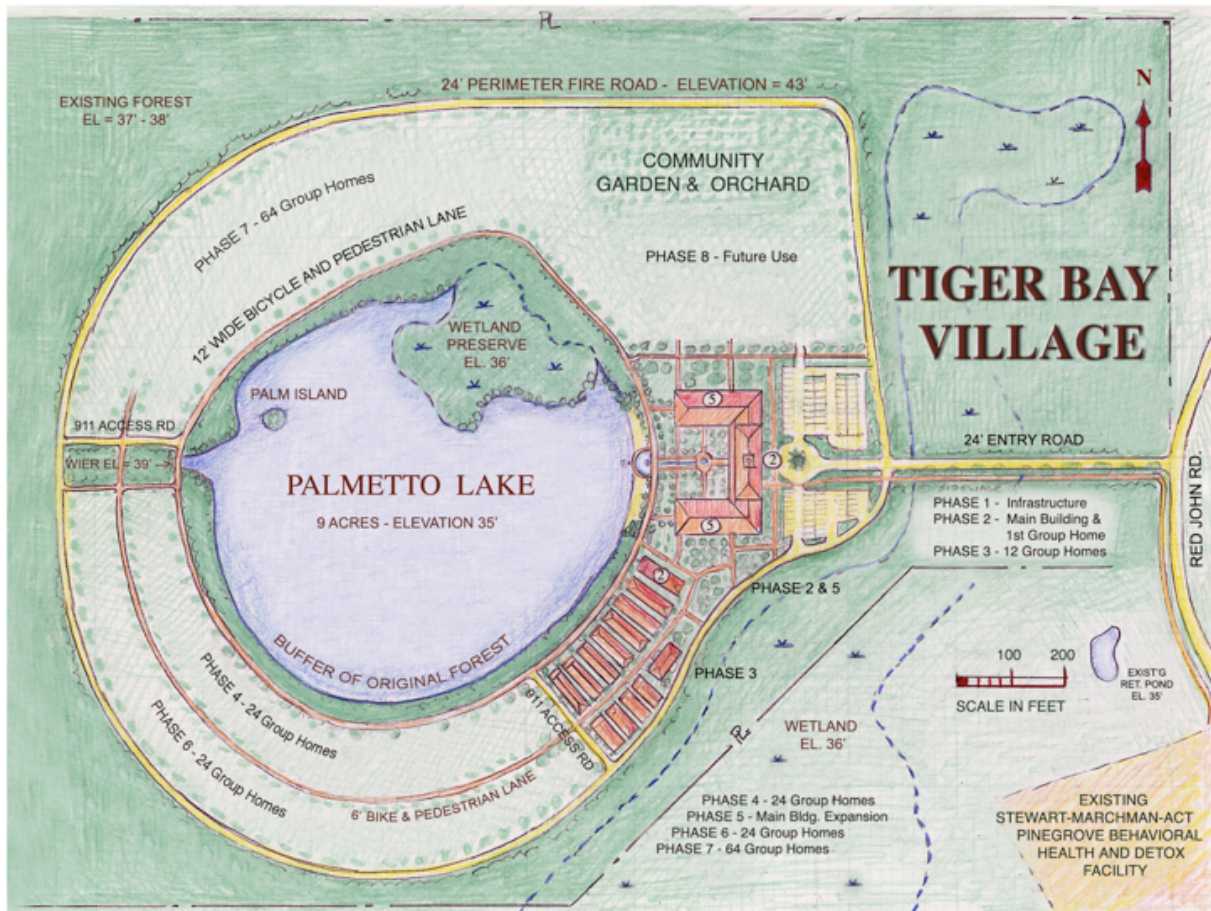


# VILLAGES FOR THE HOMELESS INC.

## BUSINESS PLAN (2012-2014)



Submitted by the Board of Directors,  
Villages for the Homeless Inc. a Florida 501(c)(3)

Michael E. Arth, President,  
Vice-President: William C. Hall, Vice-President  
Shiela K. McKay-Vaughan, Treasurer

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*I've worked in helping the homeless and most vulnerable citizens in Volusia County for the past 30 years. As Executive Director of Serenity House, I administer programs that help over 1,200 high risk individuals with substance abuse and mental health disorders become productive, contributing members of our community. For the past two years, [since 2007] I have worked with Michael E. Arth in developing creative strategies to address the complex issues related to homelessness. I have great respect for Mr. Arth's personal and professional commitment in developing cost-effective and intelligent strategies, such as the homeless village, and pledge to work closely with the community in creating a successful project. We must recognize that it literally 'takes a village' to successfully address the multi-faceted issues of homelessness, especially as it relates to chronic homelessness.*

**– Randy Croy, Executive Director, Serenity House of Volusia Inc., 2009**  
(Now Haven Recovery Services Inc.)

*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 William "Brad" Carter, H.O.M.E. of Daytona Beach Inc., founder and president, and 94 other homeless people. H.O.M.E. of Daytona Beach Inc. website: <http://www.wix.com/celee1/road-dog-2>. contact: [williamcarter28@yahoo.com](mailto:williamcarter28@yahoo.com)**

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## Summary

This business plan is a financial and managerial supplement to the primary source of information for Villages for the Homeless Inc., a newly-formed 501(c)(3) corporation, which can be explored at the website at [www.villagesforthehomeless.org](http://www.villagesforthehomeless.org) and in the *Tiger Bay Village Proposal* that is available through the home page as a pdf. The goal of Villages for the Homeless Inc. is to fill the gaps in existing care for the adult homeless in Volusia County by building a full-service village, in the population center of the county, on land that is not part of any city. This recognizes that a county-wide solution will alleviate the disproportionate burden placed on certain cities within the county resulting from the peculiarities of geography or unusual concentrations of social services. Daytona Beach has 271 of the 476 social service agencies in the county, so Tiger Bay Village would be located close to Daytona Beach in order to provide support to those numerous agencies already located there.

## Introduction

Villages for the Homeless was first organized informally in 2007 for the purpose of providing immediate housing, mental health counseling, extended substance abuse treatment, and other services to any adult, homeless person who needs it, and who falls through the cracks in the existing network of social services in Volusia County. Villages for the Homeless will acquire and develop a village that will serve to reduce public costs and improve the quality of life of the homeless. This will be accomplished, to some extent, by providing an alternative to the punitive incarceration of non-violent offenders, which has not only raised the incarceration rate, but has raised the recidivism rate, as well. On a per capita basis, the incarceration rate in the U.S. is 7 times higher than in Canada, or 12 times higher than in Norway, which also has a recidivism rate that is one-third that of the U.S. The services and housing at Tiger Bay Village will help mitigate three of the major factors explaining why the U.S. incarceration rate has grown by 530% since 1972:

1. Deinstitutionalization of the mentally ill
2. Incarceration of non-violent drug offenders.
3. Minimum sentencing laws.

Please read the Tiger Bay Proposal for details about the project, available in pdf form at [www.villagesforthehomeless.org](http://www.villagesforthehomeless.org). This business plan assumes the land and minimal pre-development costs will be donated in 2012, and that initial funding will be in place by January 1, 2013.

The business plan is contingent upon approximately 80 acres of land, already zoned for the purpose outlined in the Proposal, to be donated by the County of Volusia to Villages for the Homeless Inc. The land will be used for the express purpose of building and developing Tiger Bay Village, a full-service community for the adult homeless. It will serve all 16 incorporated cities and towns, as well as the 67 unincorporated towns and hamlets in Volusia County. The village would consolidate services for the mutual benefit of the 476 social service agencies that already exist in the county. It would also provide land and infrastructure to any agency wishing



to participate. Any social service agency may adopt a group home, and there will be considerable latitude in letting each agency try out different managerial approaches in order to learn the best approach for different issues. Group homes may also focus on clients with special needs, such as those related to the following issues:

1. Addictive disorders
2. Developmental disabilities
3. Mental health problems
4. Co-occurring disorders
5. Healthy individuals needing immediate housing
6. Battered women.

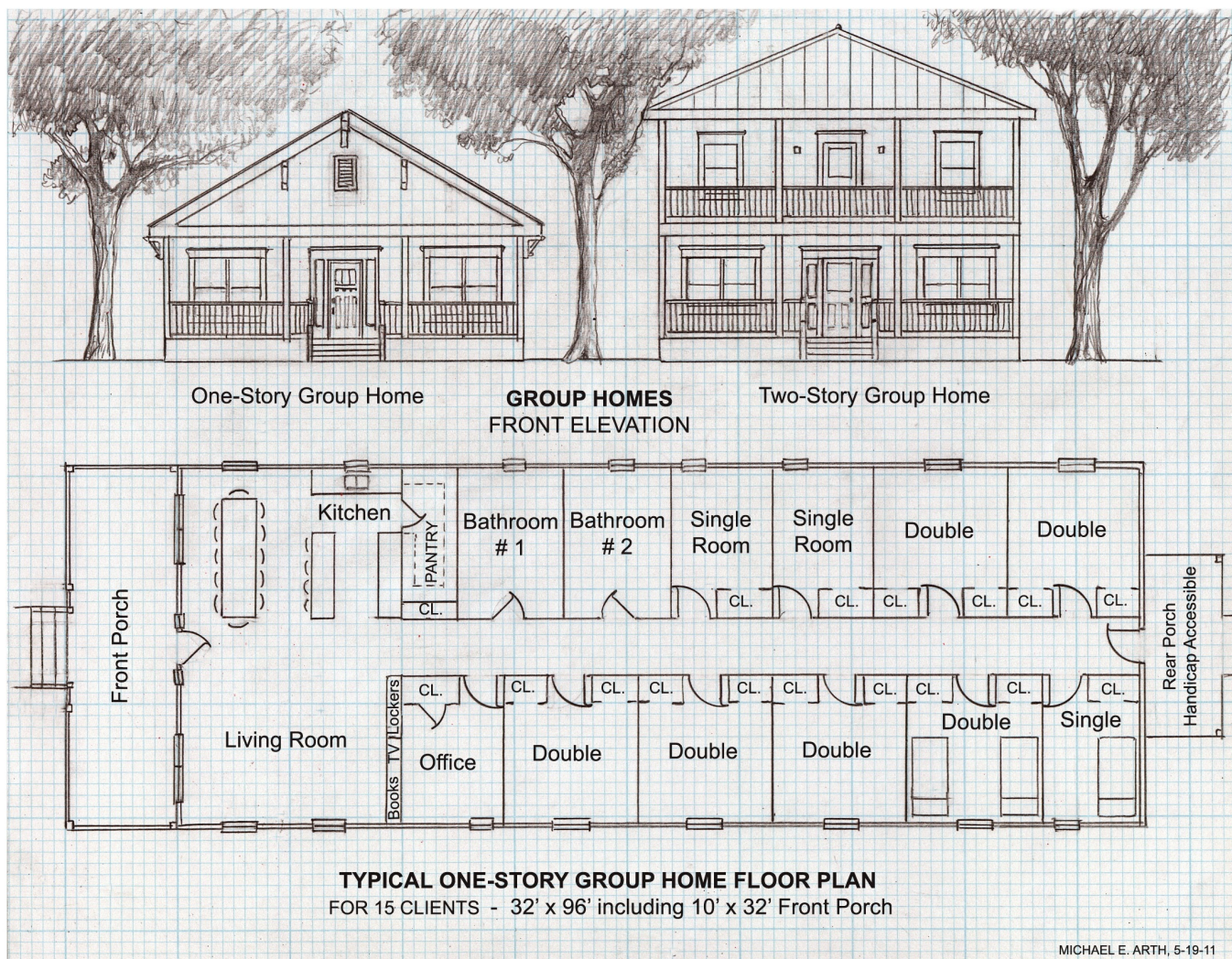
Tiger Bay Village will provide extended mental health and substance abuse rehabilitation for those discharged from the existing detox center next door at Stewart Marchman/ ACT /Pinegrove. The Village will fill the gaps in supportive housing, including the shortage in “housing first” types of solutions involving inner city housing, which is currently inadequate, as well as inappropriate, in many cases. Many homeless need immediate housing or other care that does not lend itself very well to existing programs or waiting lists.

## Management of Tiger Bay Village

Group homes not being directly managed by a distinct social service agency will have an internal structure that is replicable and scalable in a location that will allow for indefinite growth. The village will be managed by a CEO, chosen by the board of directors. The CEO will hire and fire employees, delegate responsibilities, and oversee the contractors and subcontractors who are developing the village.

The village will be built incrementally, one group home after another, with a central facility being built after several of the group homes are operating. Each group home will consist of 15 residents and one part time or full time professional staff member--a social worker or psychologist who will be available during the day for counseling and supervision. Each group home will also have a group leader, who will function like a head of household. This will be a previously homeless person who is capable of taking on a leadership role. Under each group leader will be an associate or associates who will assist the leader. (See the Proposal for more information).

## Continuum of Care



In the 2010 Opening Doors: Federal Strategic Plan to Prevent and End Homelessness, presented by the U.S. Interagency Council on Homelessness, “continuum of care” is defined as a “community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency.”

The 4 necessary parts of a continuum are:

1. Outreach, intake and assessment in order to identify service and housing needs and provide a link to the appropriate level of both.
2. Emergency shelter to provide and immediate and safe alternative to sleeping on the streets;
3. Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed;
4. Permanent housing and permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.

1, 3 and 4 are addressed by existing social service agencies, but number 2--which would consist of immediate shelter for any homeless person who wants it--is missing. Tiger Bay Village would fill that gap, as well as provide additional support to the other three parts, plus mental health and substance abuse rehabilitation, as needed. The national to goal to end chronic homelessness by 2015 will almost certainly fail, and so will the Volusia/Flagler County Coalition's 10-Year Roadmap to End Homelessness," (2008) without communities like Tiger Bay Village to consolidate services and provide immediate housing.

The advisory board of Tiger Bay Village is committed to working within the existing framework of homeless services and filling the gaps, and we recognize the cost benefits of behavior health treatment. (See Randy Croy's study on page 38 in the Tiger Bay Village Proposal)

## Funding

Tiger Bay Village Inc. will apply for government grants, such as those provided by the American Recovery and Reinvestment Act. As President Obama stated in his introductory letter, "As we undertake this effort, investing in the status quo is no longer acceptable. Given the fiscal realities...our response has to be guided by what works. Investments can only be made in the most promising strategies."

For this reason, we propose a new strategy that challenges the status quo, while still being solidly based on evidence. Tiger Bay Village will grow incrementally and in stages with what works. It is designed to be scalable in an area that is in no one's backyard--a continuing problem for many of the existing agencies.

Our funding will come from the cities of Volusia and Flagler county that benefit, as well as from nonprofits, faith-based and community organizations, and business and philanthropic sources, local, state and national. Funding will also come from the homeless themselves, as they contribute their own efforts and income toward building and maintaining the housing and infrastructure of the village. All of the initial pre-development costs, including the website, have already been donated or pledged.

Following approval of land being transferred to newly created 501(c)(3):

Funding for Development and Operating Expenses:

Initial pre-development costs, including the corporate filing, has been donated.

Land would be donated by Volusia County. Permit and impact fees are waived by County.

All of the design, civil engineering and legal expenses will be donated.

Private donors (two of whom have already financed the website and one has pledged her entire estate to Tiger Bay Village).

Following the determination by the I.R.S. regarding tax exempt status, a grant writer will be hired to begin the fund raising from various sources with additional potential income from the following sources:

1. Non-government agencies.
2. State and federal grants.
3. Residents 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.
4. Agencies that relocate or expand to Tiger Bay Village.
5. 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.
6. 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.

## Phasing & Operating Expenses

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. All figures are preliminary and will be adjusted as the project develops. The pre-development has already been funded through private donations.

### 2013

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

The budget includes the salary of the C.E.O. and grant writer.

After the raising of the grade and infrastructure is in place, subject to permitting and insurance issues, it would be possible to allow construction of a temporary tent city to accommodate immediate shelter. Estimated cost: \$20,000.

### 2014

Phase 2: \$1,744,000. Group Home and 1st phase of central facility: 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 2012 dollars per each group home is \$224,000.

A strong alternative plan is to build build up to 10 group homes, at a cost of \$224,000 each, before building the central facility.

Operating costs begin once the tent city and first building are constructed and are expected to be far less per client than existing inner city agencies because of land acquisition savings and organizational strategies.

## Future Construction

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.

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.

Additional phases could theoretically accommodate at least 1,260 more residents.

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.

Additional income could be derived from charging clients on a sliding scale for drug and alcohol rehabilitation. The standards would be equal or greater than existing for-profit centers and Tiger Bay Village could be competitive with for-profit centers that cater to clients of means who have substance abuse issues.



## Proposal to be Introduced to the Volusia County Council

**Donation by Volusia County:** The County agrees to donate at least 80 acres of land off Red John Rd. near Daytona Beach, already zoned for group homes, to Villages for the Homeless Inc. This acreage will include potential development areas, a 9-acre natural-style retention pond, wetlands maintained as such, and forested buffer zones.

**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 because it is a pedestrian village and few residents will own cars.

**Sunset clause:** If the project has not commenced within ten years from the date of the transfer of the property to Villages for the Homeless Inc., due to no fault of the County, the ownership of the property shall revert to the County

## Advisory Board

**Michael E. Arth**, Chair

**Geof Ballard**, Uptown Daytona Neighborhood Association

**Ricci Ballard**, Uptown Daytona Neighborhood Association

**Linda G. Brown, BS, RN, MACP**, psychiatric nurse, FL DeLand Hospital,  
founder and former director of Agape Clubhouse, a day shelter for the  
homeless.

**William “Brad” Carter**, H.O.M.E. of Daytona Beach Inc., founder and president of the  
advocacy group by and for the homeless.

**Kimberly Comstock, M.E.D./Licensed Professional Counselor**. Founder and owner of  
three methadone treatment facilities and one out-patient counseling  
program.

**Chris Daun**, Uptown Daytona Neighborhood Association, Treasurer, Community Activist.

**William C. Hall**, Columnist, long-time advocate and volunteer for homeless services.

**Maggi Hall**, Realtor, community activist.

**Al Krulick**, businessman, politician and political columnist.

**Paul Lachelier, Ph.d.**, Assistant Professor, Dept. of Sociology and Anthropology, Stetson University.

**Nancy Long**, vice mayor of South Daytona.

**Shiela McKay-Vaughan**, Former Daytona Beach City Commissioner, Board member at Halifax Urban Ministries, Good Samaritan and St. Mary's Vestry. Founded South Atlantic Neighborhood Association.

**Jesica Rivette**, Mental Health Counselor.

**Reinhold Schlieper Ph.D.**, Grad. Certificate of Professional Ethics, Associate Professor at Embry-Riddle.

**Stephen Tonjes**, Environmental Scientist, Florida Department of Transportation, DeLand.

**Kelly White**, Daytona Beach City Commission, Zone 3.

**Michael J. Wojtuniak**, Civil Engineer, Engineered Permits Inc.

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**The proposed site for Tiger Bay Village has already been reviewed by a civil engineer and by the Volusia County Land Development Office in three Technical Review Committees. Please visit [www.VillagesfortheHomeless.org](http://www.VillagesfortheHomeless.org) for further information, including the complete proposal and numerous endorsements.**