



End Homelessness in Sarasota County Now

VOLUME ONE

Draft – December 21, 2011



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### **Mission**

End Homelessness in Sarasota County Now

### **Vision**

Everyone deserves a safe, stable place to call home. In Sarasota County we have the capacity to prevent and end homelessness and improve the health, safety, and quality of life for every citizen. Stakeholders from across the county will unite to establish best practices, identify funding, and form community partnerships to end homelessness and break the cycle of poverty in Sarasota County.



## Building on a History of Civic Excellence

In 2006, the citizens of Sarasota County received the National Civic League’s designation of “All-America County.” This award recognizes citizen-led efforts in neighborhoods, cities, counties, and regions that improve the quality of life for all. It also encourages and recognizes civic excellence, honoring the communities in which citizens, government, businesses, and nonprofit organizations demonstrate successful resolution of critical community issues.

With such a history of civic excellence, it is no surprise that over 600 citizens from across Sarasota County have come together to address the critical community issue of homelessness. Our citizens, governments, businesses, nonprofit organizations, and the interfaith community have rallied together like never before to improve the quality of life for all by creating a community plan to end homelessness in Sarasota County.

## Six Months of Community Focus

Over a six-month period beginning in February 2011, community members attended a series of public sessions across the county. During this planning phase, our “All-America County” residents participated in five focus groups to share keen insights and explore solutions to homelessness in our communities.

Participants realized that the challenge of homelessness is multifaceted yet resolvable. During the community planning process, they explored strategies that boldly addressed the challenges and barriers to attain stable and affordable housing. They studied the benefits of integrating existing initiatives with national program models and best practices. They also identified strategies that will reduce the community’s costs of preventing and ending homelessness.

### The Five Focus Themes

- Health & Human Services:**  
Access to adequate services with interagency case management support
- Housing & Shelter:**  
Access to emergency shelter, transitional, and permanent housing
- Prevention & Intervention:**  
Identification and stabilization of households at risk of homelessness
- Public Safety & Community Outreach:**  
Ensuring the safety of the community and those experiencing homelessness, improving outreach, and creating public awareness
- Economic Stability:**  
Training and education leading to employment opportunities, job and workforce creation, and financial self-sufficiency

## A Plan for Action

The culmination of this knowledge, dedication, and participation countywide is a true community plan to prevent and end homelessness – **StepUp: End Homelessness in Sarasota County Now**. **StepUp** consists of five objectives that integrate community recommendations and local resources with national best practices. Organized chronologically, the Plan outlines “steps” that will achieve goals over time. **StepUp** establishes how and by whom the Plan will be implemented; addresses the immediate needs of people that are homeless; proposes prevention initiatives and improved intake and case management strategies to stabilize households and transition citizens out of homelessness; outlines housing strategies from emergency shelter to affordable permanent housing and; cultivates financial stability for individuals, and economic sustainability for the entire community. Over the next ten years, collaborations with local educational institutions and researchers will determine the benefits and cost savings realized by these prevention and rapid rehousing strategies compared to the cost of homelessness, particularly chronic and street homelessness, in Sarasota County.

## Making Homelessness History

Everyone is an ambassador and a stakeholder of the Plan. From the personal effects of homelessness on individuals, children, and families, to the collateral impacts of homelessness on local businesses, neighborhoods, and public spaces, homelessness affects everyone in our community.

**StepUp** is ambitious, innovative, and aligns with other community objectives to improve the quality of life for all citizens of Sarasota County. With **StepUp**, we aspire to establish Sarasota County as a model community that others may look to for best practices and solutions to effectively prevent and end homelessness.

## A Plan for the Community

**StepUp** is a broad-based pragmatic strategic plan. It is also a plan of action that will adapt to new information and changing needs in our community over time. **StepUp: End Homelessness in Sarasota County Now** will exist in two volumes.

**StepUp: Volume One** is an overview of the Plan’s leadership, objectives, goals, action steps and performance measures that will determine the Plan’s success.

**StepUp: Volume Two** is a comprehensive document on homelessness and housing in Sarasota County, with in-depth supporting information for each of the Plan’s goals and objectives. This volume includes narrative and statistical data, as well as demographic, agency, program and service information.

Stakeholders may view or print sections on demand from the Plan’s website:  
[www.stepupsarasota.org](http://www.stepupsarasota.org).

## A Community United

The crisis of homelessness and funding challenges are entirely different in this new economy. By 2015, nearly 50,000 Sarasota County households will be housing-cost burdened. This does not include households that are currently homeless or at- risk of eviction or foreclosure (2010 Housing & Cost Data, The Shimberg Center for Affordable Housing).

In Sarasota County, elders (65+) comprise 31% of the total population. The Bureau of Economic & Business Research predicts that the elderly (65+) population in Sarasota County will be 89,696 by 2030, or 53% of the county population. The Homeless Research Institute projects homelessness among the elderly population will increase by 33% by 2020, and more than double by 2050.

Now is the time to act. Many Sarasota County agencies and programs currently provide excellent homelessness and prevention services, but resources are severely strained and could be better integrated. As **StepUp** is formally adopted 2012, it will bring new awareness of the challenge of homelessness in our community.

The implementation and success of the Plan **StepUp: End Homelessness in Sarasota County Now** will require strong and visionary leadership as well as significant administrative and financial resources. In today's economy, we will have to be creative and collaborative to attain the level of funding necessary to prevent and end homelessness. We must identify and combine community resources, diversify our funding sources, and unite in our efforts to achieve success.

Sarasota County has a history of civic excellence. When citizens, government, business, and nonprofit organizations align with the philanthropic and interfaith sectors, we can successfully resolve critical community issues. Each one of us is both an ambassador and a stakeholder in this Plan. We are a united community that values quality of life for all citizens, and we have the capacity to achieve these ambitious goals.

### StepUp: End Homelessness in Sarasota County Now.

Adam Tebrugge  
Board President  
Suncoast Partnership to End Homelessness

Carolyn Mason  
Board Vice President  
Suncoast Partnership to End Homelessness

Richard Martin  
Executive Director  
Suncoast Partnership to End Homelessness

# Goals and Objectives

## Objective 1...

### **Streamline systems countywide to develop, fund, implement, and monitor programs that address homelessness, poverty, and economic stability.**

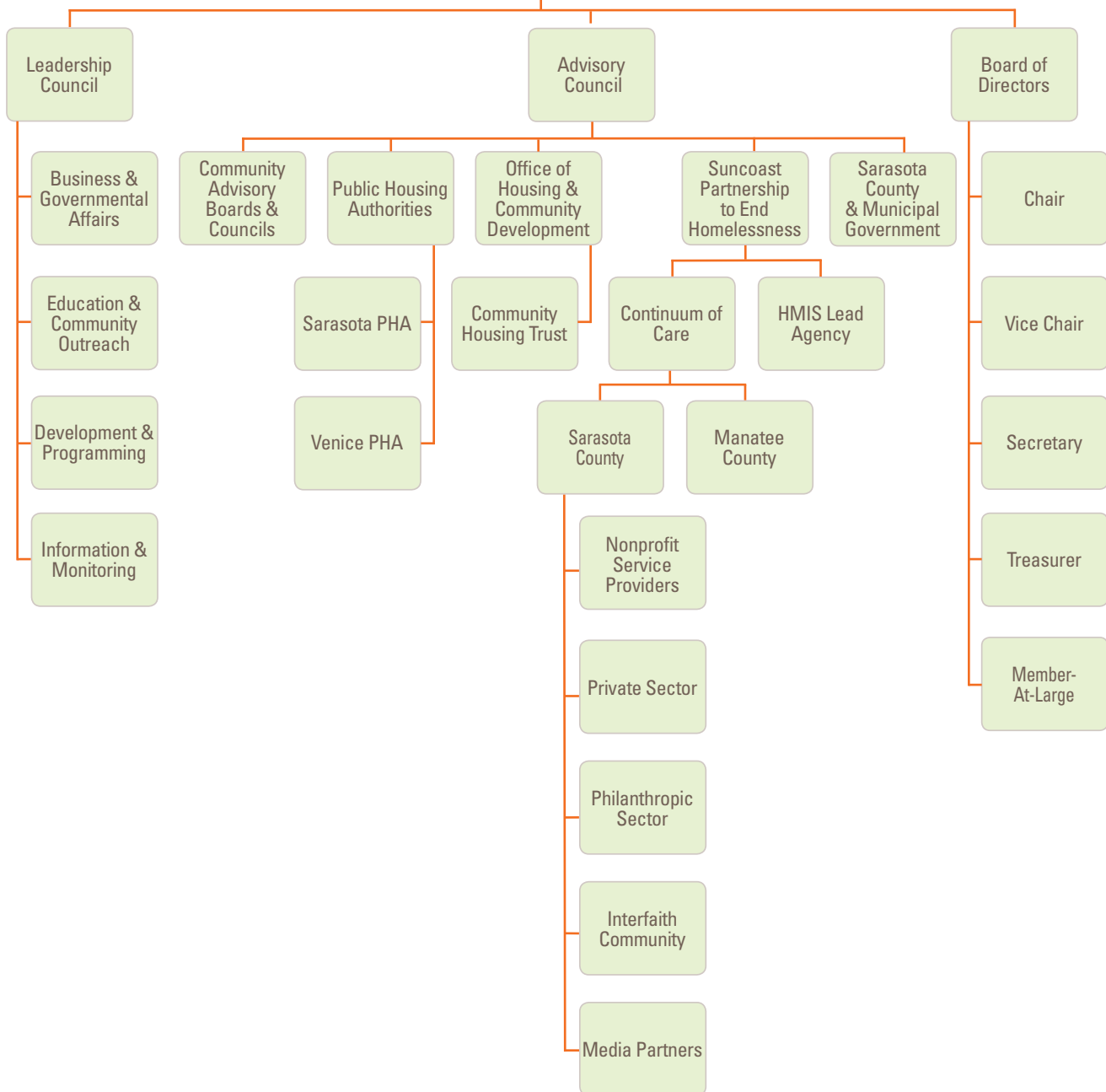
**Motivation:** Increasing employment and affordable housing opportunities will have significant long-term impacts in reducing the number of people who are homeless or at risk. Streamlining services and funding will lower costs, increase effectiveness and create accountability for homelessness, housing, and prevention services. A unified information system will ensure programmatic and funding decisions are data-driven, and improve indicators for success. A stronger Continuum of Care will improve advocacy and awareness and improve the ability to affect policy change at the local, state, and federal level.

#### **Goals:**

- 1** Establish a public-social-private partnership in Sarasota County to support existing housing and services. Recruit board of directors and leadership committee and provide training to oversee the Plan. Develop, fund, & monitor programs for homelessness, homeless prevention, shelter and supportive housing. Focus on increasing sustainable, affordable housing.
- 2** Identify and monitor all publicly funded agencies that receive grants for homelessness, rehousing, or prevention in Sarasota County through Service Point® Homeless Management Information System (HMIS). Verify degree of service and unmet needs, obtain unduplicated counts and report programmatic and systematic success to strengthen federal funding competitiveness.
- 3** Outsource management of contracted services for housing assistance and divest all homeless prevention and rehousing programming, funding, and reporting to the public-social-private partnership leading to greater efficiency and program success.
- 4** Diversify and increase funding streams by creating collaborative partnerships to strengthen competitiveness and effectiveness. Support and strengthen communication among Continuum of Care (CoC) members to improve effectiveness. Develop strategies to increase membership from the private, interfaith and philanthropic sectors to increase community impact.



# The Public–Social–Private Partnership



# Goals and Objectives

## Objective 2...

### Meet the immediate needs of individuals who are experiencing homelessness

**Motivation:** The homeless population in Sarasota County is already the highest it has been since Hurricane Charlie in 2005. In addition to those presently at risk of eviction and foreclosure it is estimated that by 2015 nearly 50,000 more Sarasota County households will be housing-cost burdened.

#### Action Steps:

- 1** Raise public awareness about homelessness and issue a countywide call to action, unifying efforts to prevent & end homelessness in Sarasota County. Connect volunteers with governmental, nonprofit, interfaith, and philanthropic organizations. Inform the public through education, outreach, fundraising events and initiatives (e.g. Day of Hope, Season of Sharing, Longest Night Vigil). Develop strong relationships with media partners to broaden community understanding.
- 2** Identify and reconnect homeless citizens with society and services through community outreach initiatives. Connect clients with day services and facilities, assisting with ID, bus passes, bicycle donation programs, and homeless focus group meetings.
- 3** Identify or construct emergency facilities at several locations in the county to provide services to unsheltered individuals and families. Create permanent affordable supportive housing based on the "Housing First" model, with special consideration given to the unmet needs of families with children and unaccompanied youth, the disabled, veterans, and the elderly.
- 4** Identify and/or develop day facilities at several locations throughout the county including a one-stop service center in south Sarasota County and provide access to rest rooms, showers, laundry, short-term storage facilities and mail delivery and call messaging centers for use by unsheltered individuals.

# Goals and Objectives

## Objective 3...

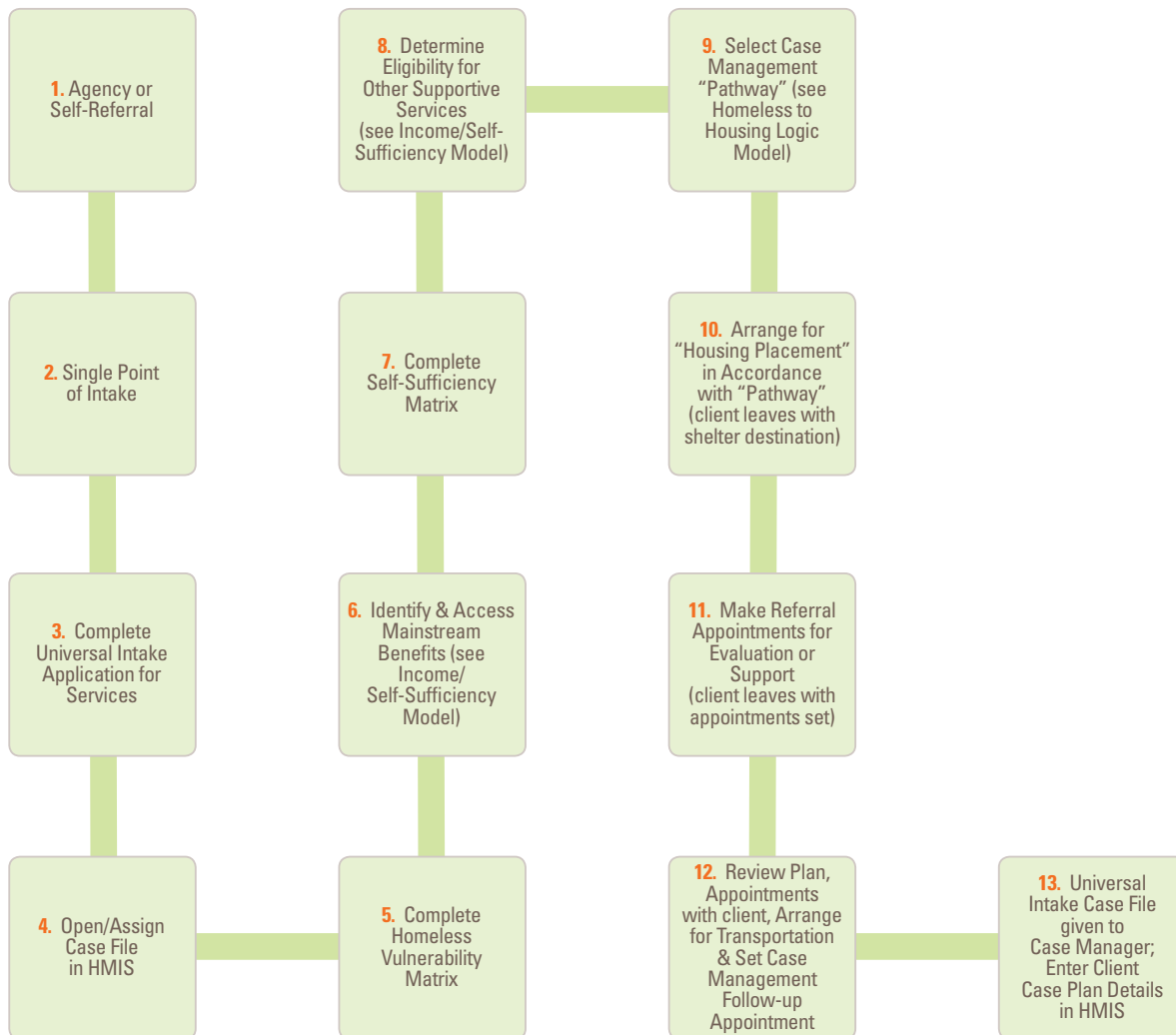
### Develop communitywide intervention programs to identify and stabilize housing for individuals and families at risk of homelessness.

**Motivation:** Identification of individuals and families that are at imminent risk of homelessness and then stabilizing their housing through community-wide emergency intervention programs minimizes the costs and impacts of homelessness for all County citizens

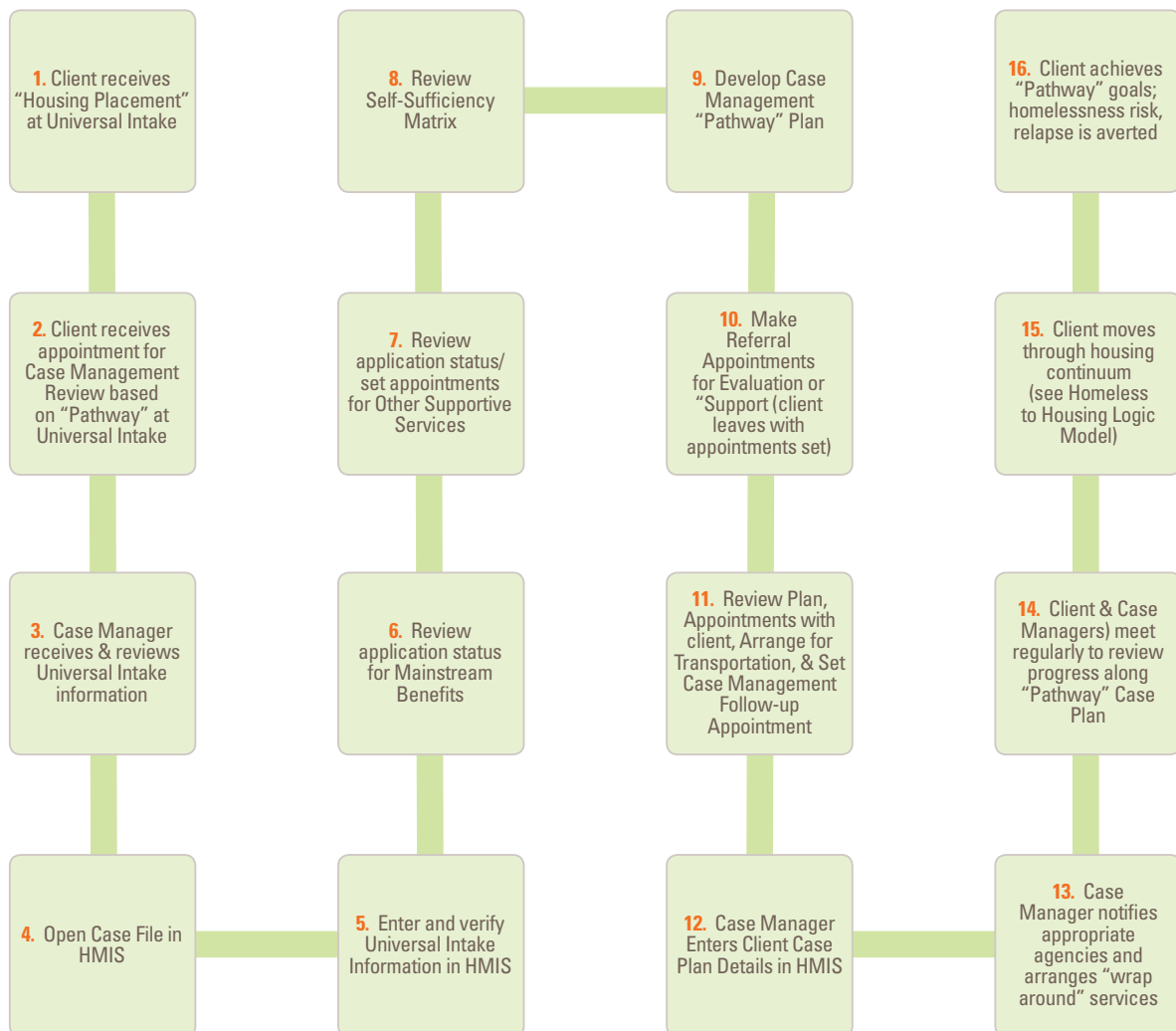
#### Action Steps:

- 1 INTAKE** - Establish a countywide volunteer-driven universal intake system that improves access to services and reduces the wait-time to receive emergency services. Implement use of a Homeless Vulnerability Index and Self-Sufficiency Matrix to reduce the number of steps and time necessary to receive services, and to chart client improvement and stabilization over time.
- 2 CASE MANAGEMENT** - Establish a wrap-around case management system that links clients and service providers community-wide through Service Point® Homeless Management Information System. Establish a dedicated help line for people that are homeless or at risk of homelessness.
- 3 DISCHARGE PLANNING** - Adopt and implement a countywide Zero-Tolerance discharge policy to ensure that no one is discharged into homelessness from a publicly funded institution or program including corrections, health, mental health, foster care, and senior care facilities.

## Universal Intake Case Management



## Wrap-Around Case Management



# Goals and Objectives

## Objective 4...

**Use proactive, cost-effective housing strategies to create “steps” that continually move individuals and households along the housing continuum toward permanent housing.**

**Motivation:** An estimated 40% of all chronically homeless individuals are mentally and/or physically disabled. Some may be rehabilitated with intensive case management & support, while others cannot live independently & will require long-term shelter and supportive services.

### Action Steps:

- 1** Increase emergency housing supply to reduce the number of individuals who are unsheltered or precariously housed.
- 2** Increase transitional housing to reduce the client length of stay at emergency shelters and the service burden on emergency shelter providers.
- 3** Increase permanent supportive housing to accommodate individuals who cannot live independently and/or require long-term case management services and assist clients as they move through the housing continuum toward self-sufficiency.
- 4** Adopt a countywide public housing policy that facilitates self-sufficiency to increase supply of subsidized units for homeless individuals, families and those at risk of homelessness.

## Homeless to Housing

Emergency Shelter	E.g. "Sleeping Rough", Transient, Runaway Youth, Individuals Awaiting Placement (<10 days)	<b>Unsheltered with no options for housing</b> <i>Pathway:</i> Emergency overnight shelter with Intensive Case Management Plan
Precariously Housed	E.g. Eviction, Pre-Foreclosure	<b>Has housing but at risk</b> <i>Pathway:</i> Landlord Mediation, Legal Aid, Financial Assistance
Doubled-Up	E.g. Staying with Friends or Family, "Sofa Surfing"	<b>Temporarily sheltered</b> <i>Pathway:</i> Public Housing, Affordable Housing Placement
Transitional Housing	E.g. Families, "Aged Out" Foster Children, Some under-employed or low-income individuals; Section 8 & WIA Participants, Substance Abuse Recovery, Individuals Awaiting Placement (>10 days)	<b>Needs mid-to-long-term but temporary housing while working toward self-sufficiency</b> <i>Pathway:</i> Public Housing Authority, "Targeted" Housing (VA, Recovery Houses, Youth & Senior Housing)
Permanent Supportive Housing	E.g. Unaccompanied Youth; Physically or Mentally Disabled; Chronically Ill; People with HIV/AIDS; Individuals unable to achieve self-sufficiency or independence, or who require long-term specialized care	<b>Meets qualifier conditions for permanent support and housing with long-term case management</b> <i>Pathway:</i> Publicly/privately funded shelter-plus-care facilities
Affordable Housing	E.g. Seniors, Veterans, & Others with Fixed Income, Under-employed & Low-Income Individuals	<b>Has income to support housing costs within a moderate cost-burden range</b> <i>Pathway:</i> Affordable Housing Database, Deposit & Occupancy
Home Ownership	E.g. Habitat for Humanity or Community Housing Trust Clients, Existing Homeowners with Short-Sales or Market Property, Lease-Purchase Renters	<b>Housed with income, credit, or collateral to qualify for long-term home ownership and a plan in place</b> <i>Pathway:</i> Employer Assisted Housing (EAH) Programs, Public Housing Authority's Resident Opportunities for Self-Sufficiency (ROSS) Program, Community Housing Trust, Habitat for Humanity

# Goals and Objectives

## Objective 5...

### **Cultivate economic stability by creating “steps” toward self-sufficiency, permanent housing, and financial stability.**

**Motivation:** Self-sufficiency and lasting independence is cultivated by creating opportunities for individuals to engage in their community, take part in civic affairs, and contribute to economic growth in the place where they live. Creating economic stability will ultimately break the cycle of poverty and improve quality of life for all citizens of Sarasota County.

#### **Action Steps:**

- 1** Improve access to income and services for individuals and families that are experiencing homelessness or are at risk of homelessness. Expand programs to provide mentorship, job preparation and employment skills, and training opportunities.
- 2** Improve access to and awareness of countywide programs that enhance life skills, individual earning potential, and financial literacy.
- 3** Cultivate long-term stability and economic growth by breaking the cycle of poverty. Create opportunities for individuals to engage in civic and economic growth and the overall welfare of Sarasota County.



## Income & Self-Sufficiency

<b>Mainstream Benefits</b>	<b>Income Supplements</b>	<b>Supportive Income &amp; Benefits Programs</b>	<b>Earned Income</b>
<ul style="list-style-type: none"> <li>• Food Stamps (SNAP)</li> <li>• Temporary Assistance for Needy Families (TANF)</li> <li>• School Free &amp; Reduced Lunch Program</li> <li>• Summer Food Share Program</li> <li>• Earned Income Tax Credit (EITC)</li> <li>• Medicaid</li> <li>• Medicare</li> <li>• SCHIP (State Children's Health Insurance Program)</li> <li>• Social Security</li> <li>• Supplemental Security Income (SSI)</li> <li>• Social Security Disability Insurance (SSDI)</li> <li>• Veterans Affairs Compensation (VAC)</li> <li>• Veteran's Health Care (VAHC)</li> </ul>	<ul style="list-style-type: none"> <li>• Food Banks</li> <li>• Clothing Closets</li> <li>• Bus Passes</li> <li>• School Supplies</li> <li>• Baby Items</li> <li>• Childcare Vouchers</li> <li>• Housing Vouchers (Section 8, HUD-VASH for Veterans)</li> <li>• Community Pharmacy/ National Alliance on Mental Illness Prescription Drug Program (NAMI)</li> <li>• Legal Aid</li> <li>• School Support Assistance</li> <li>• Student Backpack Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Women Infants &amp; Children (WIC)</li> <li>• Unemployment Income</li> <li>• Child Support</li> <li>• Alimony</li> <li>• Pensions</li> <li>• Workforce Investment Act (WIA)</li> <li>• Vocational Rehabilitation</li> <li>• Welfare-to-Work Program (WTW)</li> </ul>	<ul style="list-style-type: none"> <li>• Day Labor</li> <li>• Temporary Job Placement</li> <li>• Part-time Employment</li> <li>• Full-time Employment</li> </ul>

## Strategic Action Steps

### 2012 - 2013

- Establish a Case Management Advisory Council and work with United Way 2-1-1 of Manasota to develop and implement a service delivery system linked through HMIS.
- Identify or establish and staff a public nonprofit to obtain funding, negotiate partnerships and contracts, and implement the plan.
- Increase funding to meet the immediate needs of those unsheltered or precariously housed.
- Identify temporary solutions to meet basic needs for unsheltered individuals: restrooms, bathing, storage, identification, transportation, mail and message centers.
- Identify site location and design for One Stop Homeless Service Center in south county.
- Identify sites and begin construction of Single-Room-Occupancy (SRO) units.
- Expand south county cold-weather shelter programs into year-round emergency shelters.
- Identify site locations for transitional housing units to fill service gaps and/or reduce length-of-stay in emergency shelters.
- Expand Service Point® HMIS licensing, training, and technical assistance to homeless service providers countywide.
- Begin HMIS tracking, monitoring, and reporting for all publicly contracted housing and homeless prevention providers.
- Improve collaborations within the Continuum of Care (CoC), and strategically align with local, state, and national organizations to address homelessness, poverty, job creation, and affordable housing.
- Streamline collaborations with community partners and programs to expedite access to mainstream benefits and income supplements, workforce training and placement, and increase participation in life skills programs, civic engagement, and community development.
- Establish Advisory Councils to develop countywide Zero Tolerance discharge plans for publicly funded institutions: Corrections; Foster Care; Health Care; Mental Health/Substance Abuse; Senior Care; and Public Housing.
- Establish Housing Advisory Councils to develop “housing first” strategies and begin potential site search.
- Work with Volunteer Community Connections and Sarasota Community Organizations Active in Disaster (Sarasota COAD) to implement volunteer-driven community outreach teams and mobile triage programs, including health, dental, nutrition, and job placement.
- Expand Homeless Focus Group model (Community Health Action Teams - CHAT) in neighborhoods countywide.
- Launch public awareness campaign, interactive media strategies, and policy/advocacy initiatives.
- Conduct feasibility study in collaboration with public housing authorities to move participants through the housing continuum.
- Expand programs and/or negotiate and execute contracts to increase the number of affordable rental units in Sarasota County.

## Strategic Action Steps

### 2014 - 2017

- Identify or construct a One Stop Center/Day Shelter in south county.
- Identify or construct 150 additional year-round emergency shelter beds in Sarasota County.
- Partner with economic development agencies and the business sector to review, strengthen, and/or propose tax incentives and other strategies for new business or expansion to stimulate job creation and economic growth.
- Identify “second chance” employers and develop an Employer Assisted Housing program to improve access to affordable housing near employment centers.
- Identify or construct adequate transitional housing for families with children, unaccompanied youth, and seniors.
- Identify or construct adequate service-supported transitional housing for veterans, disabled individuals, people re-entering from correctional facilities, and those in substance abuse recovery programs.
- Identify or construct adequate permanent supportive housing for individuals who cannot live independently.
- Identify available unsubsidized, affordable housing units for public housing residents and begin transition programs to obtain residential self-sufficiency.
- Negotiate and execute contracts to rehabilitate distressed and/or bank-owned properties to increase the number of affordable housing units.
- Collaborate with Volunteer Community Connections to conduct countywide training and implementation of Universal Intake (Case Management) System, Mobile Outreach, and Homeless Mentoring Programs.
- Establish uniform Information Resource & Referral (IRR) system and utilize Service Point® HMIS to implement Universal Case Management System across service provider agencies countywide.
- Utilize Service Point® HMIS to track and report the number of unduplicated clients that receive services from publicly funded or contracted provider agencies.
- Utilize data from Service Point® HMIS to commence a three-year impact performance report for all publicly funded or contracted services and expand mandatory HMIS implementation program to privately funded service providers.
- Collaborate with local, state, and national organizations to create an annual “Regional Summit on Homelessness and Housing” with a emphasis on advocacy, policy, housing, and funding.
- Review effectiveness of two-year “Street Teams” work/shelter pilot program for continuance, improvement, and expansion into south county.
- Create additional volunteer and/or paid on-the-job-training opportunities for work/shelter program participants.
- Enact countywide Zero Tolerance Discharge Policies for all publicly funded institutions and identify discharge planning coordinators within the community.
- Work with community partners and local government to assess and increase the number of individuals obtaining mainstream benefits and income supplements.

- Work with local partners to enhance or establish “prosperity centers” that provide financial literacy skills and supports, career advancement and continuing education programs, mentorships for low-income and minority business start-ups, and housing counseling programs.
- Improve access to and create additional affordable childcare programs and early intervention initiatives with holistic early childhood assessment and development, offering priority placement and scholarships for homeless children 0-5.
- Expand and increase participation in after-school and weekend programs for homeless and at-risk children (K-12).
- Establish a center and programs that inform and engage youth, adults, businesses and public officials in place-based problem solving activities and community building.

## Strategic Action Steps

### 2018 - 2021

- Report findings from 5- and 10-year longitudinal studies on the effectiveness of countywide homeless prevention and housing first programming.
- Conduct fiscal assessment and feasibility study and begin implementation of local and state tax revenue strategies.
- Conduct fiscal assessment and feasibility study and begin implementation of mortgage revenue, municipal, and tax-exempt bond issuance strategies.
- Identify or construct substance abuse/mental health facilities in south county.
- Continue programs to increase affordable rental housing countywide.
- Continue programs to increase the number of distressed properties converted to perpetually affordable homes countywide.
- Identify and engage community partners to continue development of affordable housing countywide.
- Review public housing transition program for effectiveness, improvement, and/or continued implementation.
- Expand public awareness campaign to include success stories and achievements over time and establish a Homeless Speakers Bureau.

## Outcomes

### 2012 - 2022

Over the next ten years, the implementation of Step Up will achieve a significant reduction in the number of individuals and households that are homeless or at risk of homelessness in Sarasota County. Specific performance measures will be established, monitored, and reported in accordance with each program and initiative. Overall, the community's strategic plan, **StepUp: End Homelessness in Sarasota County Now** will not only reduce chronic homelessness, but also prevent and end community homelessness by meeting the unique needs of these populations:

- Children & Families
- Jail Re-entrants
- Mentally Disabled
- Developmentally Disabled
- Physically Disabled
- Recovery from Substance Abuse
- Seniors and Elderly
- Unaccompanied Youth
- Veterans

## Proposed 2012 -2021 Performance Measures

(As of December 2011)

- 100% of publicly funded and contracted service providers utilize HMIS
- 85% or more of services provided for homelessness or prevention are tracked and monitored
- 85% or more of homeless or at risk populations in Sarasota County are accounted for
- All eligible funding for homeless prevention, rehousing, and related services passes through a designated agency
- Increase in permanent, affordable housing stock in Sarasota County
- Increase in emergency shelter bed inventory
- Increase in transitional housing inventory
- Increase in permanent supportive housing inventory
- Reduction in the number of emergency room readmissions within 30 days of discharge
- Reduction in chronic homelessness
- Reduction in homeless families with children
- Rehoused families with children will remain stable for at least twelve months
- Reduction in veteran homelessness
- Reduction in homelessness among elderly and seniors
- Reduction in homeless-related arrests

## Planning Committee

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### Thank you

The leadership team wishes to thank those who contributed time, knowledge, and assistance in preparing for and conducting the community planning workshops. We are encouraged by your dedication and support to develop a plan to prevent and end homelessness in Sarasota County.

We appreciate support from Sarasota County Government; the Cities of Sarasota, North Port, and Venice; and the communities of Englewood, Laurel, Nokomis, and Osprey.

We'd like to acknowledge the consultants from Ann McArdle, LLC & Avoir Faire Consulting Agency, LLC, Florida Journeys Communications, and Kubecka Studios for professional contributions to the planning and development process.

Alice-Mary "Ali" Kleber, Community Volunteer

Andrea Ginsky, Manager Public Services, Sarasota County Library System

Carol Butera, Vice President of Development, Children First

Carolyn Barker-Collins, Realtor, Signature Sotheby's International Realty

Diane Ramseyer, CHIP Assistant Director, Sarasota County Health Department

Drew Cummer, Assistant Regional Counsel, 2nd District, 12th Circuit

Julia Staley-Cooper, Account Services Consultant, Tri-Net

Kathleen Hall, Administrative Specialist, Sarasota County Health & Human Services

Lana Bruce, Manager Workforce Planning, Sarasota County Government

Larry Rossini, President, Rossini Associates

Liz Nolan, Manager, Selby Public Library

Margie Genter, Vice President, Goodwill Industries-Manasota, Inc.

Mark Perlman, Author/Owner, Marriage & Parenting Program (MA & PA)

Paul Sutton, Captain, Sarasota City Police Department

Pauline Tracy, Policy Coordinator, Sarasota County Health & Human Services

Phil Gorelick, Vice President of Programs, Jewish Family and Children's Service of Sarasota-Manatee, Inc.

Sharry Morrison, Community Volunteer

We'd also like to thank our fellow citizens who are experiencing or previously experienced homelessness. We are inspired by your commitment to raise awareness, create understanding, and improve the lives of everyone in our community.

# Steering Committee

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**Adam Tebrugge** – Attorney, Tebrugge Legal, Inc.; Board President, Suncoast Partnership to End Homelessness; Adam Tebrugge has served as board chair of Suncoast Partnership since 2007. Former Public Defender for 12th Judicial District and past president of Sarasota County Civic League, Tebrugge is a private defense attorney, adjunct Professor at Stetson College of Law, and Sarasota resident. Tebrugge continues to champion community efforts to assist those who are at risk of or experiencing homelessness in the region, and promotes homeless advocacy in both Sarasota and Manatee Counties.

**Carolyn Mason** – Vice Chair, Sarasota County Commissioner; Vice Chair, Suncoast Partnership to End Homelessness; Carolyn Mason is the District 1 representative of the Sarasota County Commission, and previously served on the Sarasota City Commission from 1999 to 2003 and as Mayor from 2001 to 2003. Commissioner Mason is a member of the Newtown Front Porch Neighborhood Revitalization Council and is a former council chairperson. Mason has been employed by Habitat for Humanity Sarasota and by the Salvation Army, where she was director of family support and intake manager. Mason has been a board member of Suncoast Partnership to End Homelessness since 2009 and vice chair since 2010.

**Richard Martin** – Executive Director, Suncoast Partnership to End Homelessness; Board President, Florida Coalition on Homelessness; Richard Martin has served as Executive Director of the Suncoast Partnership to End Homelessness since April 2007 after having served as chair of the agency since its inception in 2005. Martin served as a City of Sarasota Commissioner from 2001-2005, serving as Mayor 2004-2005, and has worked for over 30 years as a planner specializing in urban issues and eminent domain. A long-standing member of the Florida Coalition on Homelessness, Martin stepped up to serve as Board President and Policy Committee Chair for the state’s homeless advocacy organization.

**Sarah Shumaker** – President & CEO, Avoir Faire Consulting Agency, LLC; Sarah Shumaker has over 20 years of experience in strategic planning and implementation for the public and private sector. Avoir Faire Consulting Agency, based in Sarasota, is a consulting firm specializing in community development, strategic planning and implementation, and fund procurement and disbursement for public, nonprofit, and philanthropic entities. As Project Consultant, Shumaker will develop the Plan based on community recommendations, manage community engagement, and see the Plan through to formal adoption.

**James McNemar** – Data Specialist, Center for Social Innovations; James McNemar, has over 30 years of experience as an information technology consultant, including 6 years of experience implementing, administering and providing technical assistance for Homeless Management Information Systems (HMIS). He is currently a member of the national HMIS committee for HUD TA and provides national level technical

assistance for supportive housing programs. McNemar is the former IT/HMIS Manager of Suncoast Partnership to End Homelessness, the lead agency for the Sarasota & Manatee Florida HUD Continuum of Care and managed the HMIS implementation for this Continuum.

**Caroline McKeon** – Owner, Florida Journeys Communications; Caroline McKeon launched Florida Journeys Communications in 1998, a full service communications company based in Sarasota that specializes in creating strategic communications and branding campaigns for regional and national clients. The mission of FJC is to provide clients with the tools to inspire, inform, and influence positive action. Prior to launching her own company McKeon developed and acquired television programming for national cable networks The Discovery Channel and The Travel Channel. She will work with staff to create the brand identity and messaging for the Plan, integrate messaging into the Plan, and communicate and distribute brand identity to the community and media outlets.

**Linda Kubecka** – Owner, Kubecka Studios; Linda Kubecka is a freelance graphic artist and the owner of Kubecka Studios in Palmetto, Florida. She has 26 years of experience as graphic designer, senior art director, and account manager at ad agencies and design studios in Dallas and Sarasota. A member of the Florida Journeys Communications team, Kubecka will assist in creating an identity for the Plan and marketable image for the long-term project.

**Bonnie Greenball Silvestri, J.D.** – Senior Fellow for Arts, Culture, and Civic Engagement of the Institute for Public Policy and Leadership, University of South Florida Sarasota-Manatee; Bonnie Greenball Silvestri is an instructor in the College of Arts and Sciences at the University of South Florida Sarasota-Manatee. Silvestri is the Advisor to the Social Justice Initiative and teaches courses in the Department of Government and International Affairs, including the selected topics course, “Ending Homelessness: how can we work toward social change?” Silvestri served as Executive Director of the Judicial Campaign Ethics Center of the New York State Unified Court System, and was Special Counsel to the New York City Conflicts of Interest Board. Silvestri is a member of the Glasser/Shoenbaum Human Services Center board of directors and provides guidance for the Plan in public policy and civic engagement.

**Grace Fisher**, – Student, New College of Florida; Grace Fisher is a Bright Futures Scholar and second-year Sociology student at New College of Florida. She is an intern at Suncoast Partnership and serves as a Project Research Assistant for the Plan. Previously, Fisher worked with the Homeless Emergency Project, a One-Stop Center and service campus in Clearwater, FL. Fisher plans to attend graduate school and pursue a career in social work or community organizing.



Made possible in part by Gulf Coast Community Foundation

**Suncoast Partnership to End Homelessness**

Glasser/Schoenbaum Human Services Center

1750 17th Street, Building K, Suite 1

Sarasota, Florida 34234

(941)565-1540

[www.stepupsarasota.org](http://www.stepupsarasota.org)