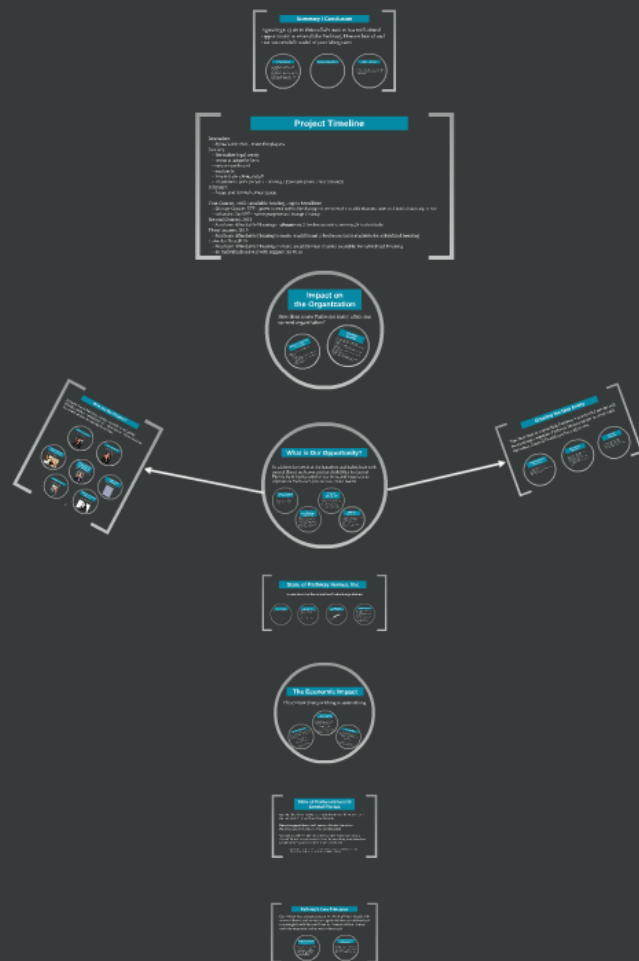


## The Florida Project



## The Florida Project

Citrus

Seminole

Orange



Hillsborough  
<http://bit.ly/1A0IMBp>

## Pathway's Core Principles

Our Vision is to create a future in which all individuals with mental illness and co-occurring disabilities are able to lead meaningful, self-directed lives in a home of their choice with the supports and services they need.

### Mission Statement- What we do:

Pathway Homes embodies the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams.

### Mission Statement- How we do it:

We fulfill our mission by making available to individuals with mental illness and co-occurring disabilities a variety of non-time-limited housing and services to enable them to realize their individual potential.

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# State of Homelessness in Central Florida

Specifically a three-county area including Seminole, Orange, and Osceola Counties, and the city of Orlando

Homeless population = 2254 (source: *Florida Council on Homelessness 2014 Point in Time Survey Report*)

According to HUD's *2013 Annual Homeless Assessment Report*, Central Florida was reported to have the most long-term homeless people in the nation for communities of like size.\*

\* (population: 2 million. Others include: Honolulu; Nassau/Suffolk counties NY; Santa Ana-Anaheim-Orange County CA; and Portland ME)

# The Economic Impact

The cost of doing nothing is ***not*** nothing.

## Cost to Provide Supportive Housing

Providing permanent supportive housing for individuals in Central Florida with similar histories of chronic homelessness and disabling conditions:

\$10,051 per person

Source: The Cost of Long-Term Homelessness in Central Florida, commissioned by the Central Florida Commission on Homelessness

## Costs of Homelessness\*

Average *annual* cost of the chronically homeless in Central Florida, cycling in and out of incarceration, emergency rooms, and inpatient hospitalizations:

\$ 31,065 per person  
or  
\$ 3.3 million collectively

\* actual costs based on studying a contingent of 107 chronically homeless persons in the three counties.

## Cost Savings

Housing just 50% of Central Florida's current chronic homeless population over a multiyear period, with a 10% recidivism rate, would save taxpayers:

\$ 149.2 million

Source: The Cost of Long-Term Homelessness in Central Florida, commissioned by the Central Florida Commission on Homelessness



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# State of Pathway Homes, Inc

An assessment of the current health of our organization:

## Progress Toward Service Delivery Goals

FY 2014 Consumer Outcomes:

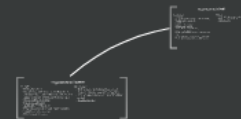


## Progress Toward Strategic Plan Objectives

We have met 35 out of 38 of the stated objectives, representing a 92% completion rate.



## Organizational Strengths & Weaknesses



## Vision of Growth

- Extending our service delivery model
- Exporting our expertise
- Expanding our successes
- Initiative supported by Pathways Leadership team
- Exploration endorsed by Pathways Board
  - 2010 and 2013 Board Retreats
  - 2014 Board Resolution
- Supports our Strategic Plan

# Progress Toward Service Delivery Goals

FY 2014 Consumer Outcomes:

99% of residents remained in permanent housing  
90% of consumers remained out of psychiatric hospital  
24% were employed (industry average 15-20%)  
97% reported overall satisfaction with services they receive

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## Strategic Plan Objectives

Information Technology -  
10 of 10 objectives met; 100% complete

Recovery -  
3 of 3 objectives met; 100% complete

Growth -  
8 of 9 objectives met; 89% complete

Human Resources -  
6 of 7 objectives met; 86% complete

Communication -  
6 of 7 objectives met; 86% complete

## Objectives In Progress

Growth:  
• Enhance clinical skill base re: co-occurring multiple disabilities.

Human Resources:  
• Expand opportunities for agency program networking and team building.

Communication:  
• Educate staff about all agency programs and services.

# Strategic Plan Objectives

Information Technology -

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Recovery -

5 of 5 objectives met; 100% complete

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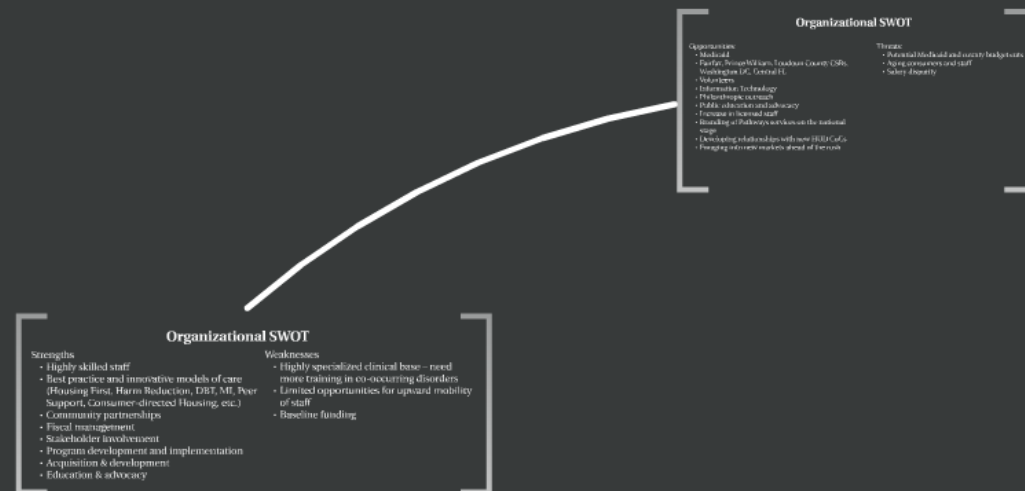
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# Organizational Strengths & Weaknesses



## Organizational SWOT

### Strengths

- Highly skilled staff
- Best practice and innovative models of care (Housing First, Harm Reduction, DBT, MI, Peer Support, Consumer-directed Housing, etc.)
- Community partnerships
- Fiscal management
- Stakeholder involvement
- Program development and implementation
- Acquisition & development
- Education & advocacy

### Weaknesses

- Highly specialized clinical base – need more training in co-occurring disorders
- Limited opportunities for upward mobility of staff
- Baseline funding

# Organizational SWOT

## Opportunities:

- Medicaid
- Fairfax, Prince William, Loudoun County CSBs, Washington DC, Central FL
- Volunteers
- Information Technology
- Philanthropic outreach
- Public education and advocacy
- Increase in licensed staff
- Branding of Pathways services on the national stage
- Developing relationships with new HUD CoCs
- Foraging into new markets ahead of the rush

## Threats:

- Potential Medicaid and county budget cuts
- Aging consumers and staff
- Salary disparity

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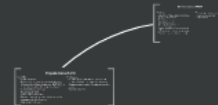


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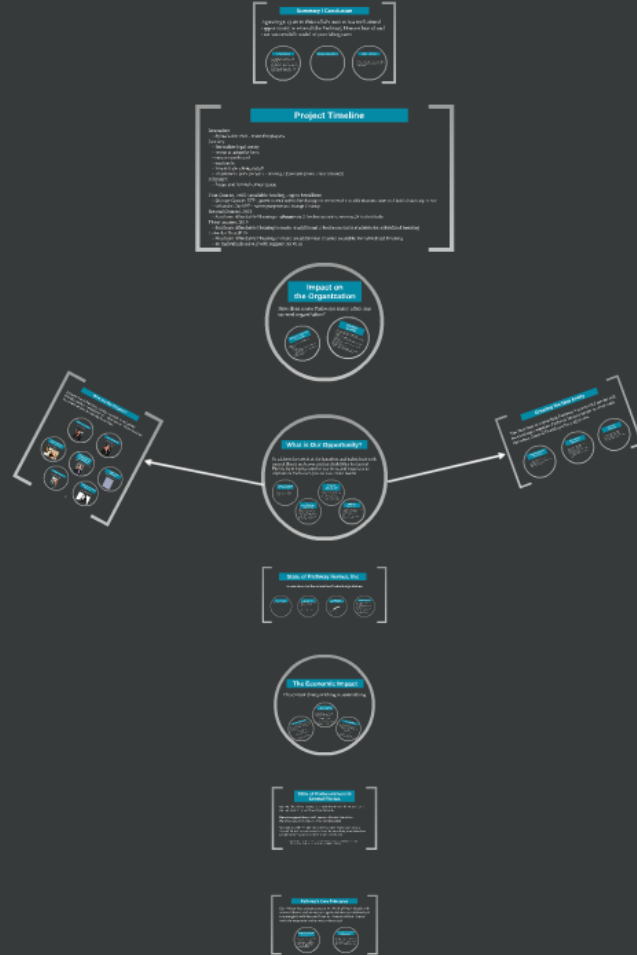


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## The Florida Project



# What is Our Opportunity?

To address the needs of the homeless and individuals with mental illness and co-occurring disabilities in Central Florida by bringing together partners and resources to implement Pathway's proven successful model.

## Phase I: Scattered Site Housing First

The initial vision is to develop and implement 25-50 such scattered site units over a 6-12 month period of time.

## Phase III: Large SRO-Type Housing First

Typically involve complex, multiple funding streams and often public/private and creative for-profit/nonprofit partnerships. Project inception to implementation time probably averages 2-3 years, but can have a major impact on reducing the homelessness problem.

## Phase II: Semi-Independent Housing First

Coalition partners would purchase appropriate single-family homes in the community and Pathway Homes, with appropriate funding, would own, operate and provide essential and appropriately intensive mental health case residential management and counseling services to the residents of these homes.

## Additional Opportunities

- To nurture the incubation of PHH board and executive talents embedded in FL
- Accept the invitation from political and community leaders
- Accept available resources to create impactful change
- Demonstrate a commitment to the National Plan to End Homelessness

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## Who are the Players?

Momentum is building among a coalition of Central Florida entities, committed to collaborative efforts to meet the needs of the chronically homeless.

### Orange County, FL

• Teresa Jacobs, Mayor



### City of Orlando

• Buddy Dyer, Mayor



### Brain Foundation of Florida, Inc.

• Ron & Lin Wilensky



### Central Florida Commission on Homelessness

• Andrae Bailey, Executive Director



### United Global Outreach

• Tim McKinney, Director



### Florida Hospital

• Lars Haumann, CEO



### Southern Affordable Services

Lori Trainor, Vice President



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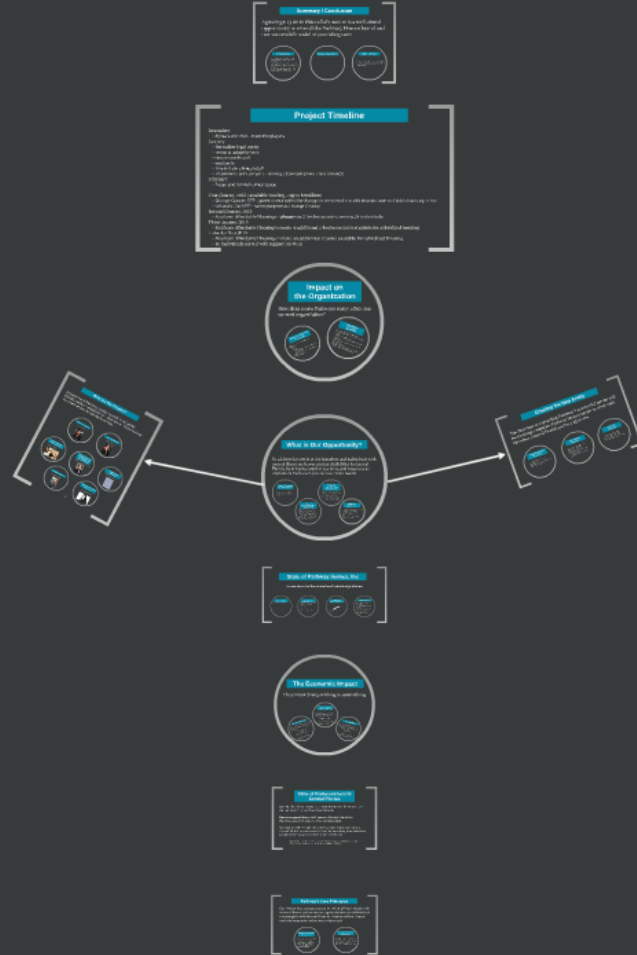
## Degree of Commitment

Orange County: \$13 million over 3 years

City of Orlando: \$4 million over 3 years

Florida Hospital: \$6 million over 3 years

Southern Affordable: 24 housing units in the first year.



## The Florida Project

## Creating the New Entity

The first step in expanding Pathway's successful model will be creating a separate Pathway Homes entity to work with the other Central Florida partner agencies.

### Organizational Structure

- Separate, stand-alone 501(c)(3)
- New legal entity
- No liability to affect parent organization
- Some shared resources

### Governance Structure

- Requires revisions to by-laws and articles of incorporation
- Separate board of directors
- Comprised of members from both Florida and Virginia
- No obligation to current Pathways board

### Financial Structure

- Stand-alone financial entity
- Separate accounting systems
- Minimal reliance upon Virginia Pathways beyond start-up investment



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  - Minimal reliance upon Virginia
- Pathways beyond start-up investment

# Impact on the Organization

How does a new Pathways entity affect our current organization?

## Effect on Agency Finances

Initial investment costs may include:

- Travel
- Legal
- Staff time- Clinical, Operations, IT, and Finance departments
- Initial expansion of capacity of Credible, Abila, and Relias

## Strategic Benefits

- Supports achievement of *Our Vision*
- Fulfills *Our Mission* beyond current geographic boundaries
- Validates our design & model nationally
- Demonstrates marketability of Pathway Homes
- Enhances ability to educate and advocate at a national level
- Expands knowledge base
- Expands creative approaches to meeting the human need and alleviating suffering

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# Project Timeline

## December:

- Sylisa's site visit - meet the players

## January:

- Formalize legal entity
- revise & adopt bylaws
- create new board
- contracts
- hire & train clinical staff
- implement pilot project - serving 12 people (most critical need)

## February:

- Lease and furnish office space

## First Quarter, 2015: (available funding = up to \$3million)

- Orange County RFP - government subsidized support services for staff infrastructure and initial start-up costs
- Orlando City RFP - same purpose as Orange County

## Second Quarter, 2015:

- Southern Affordable Housing to *donate* six 2-bedroom units, serving 24 individuals

## Third Quarter, 2015

- Southern Affordable Housing to make 6 additional 2-bedroom units available for subsidized housing

## Calendar Year 2015:

- Southern Affordable Housing to make an additional 12 units available for subsidized housing
- 50 Individuals served with support services

## Summary / Conclusion

Agreeing to join in this collaboration is a well-timed opportunity to extend the Pathway Homes brand and our successful model of providing care.

### In Summary

- The population we serve has one of the greatest unmet needs of our nation in Central FL
- Our mission is not geographically specific
- The foundation for expansion could not be better
- An invitation has been extended, resources are available, and the leadership of your agency is fully invested and capable!

### Answer Questions

### Call to Action

Approve the Board Resolution authorizing the creation of the Pathway Homes of Florida entity.



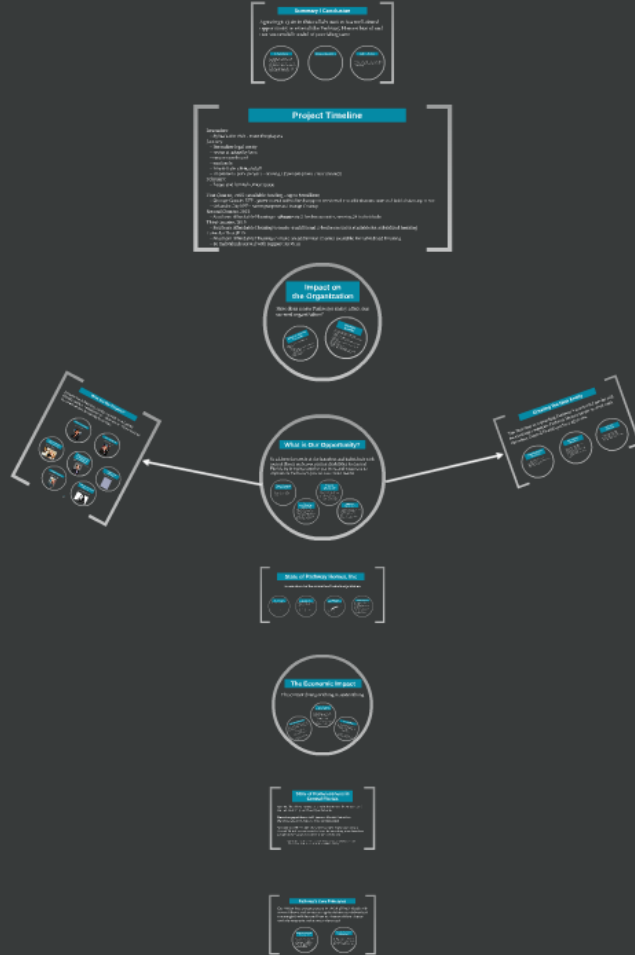
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