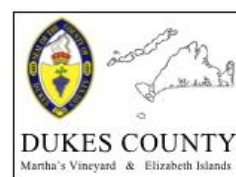




Harbor Homes is a project of the  
Martha's Vineyard Network on Homeless Prevention in  
collaboration with Dukes County.

*The Permanent Endowment of Martha's Vineyard is the 501(c)3 fiscal sponsor of Harbor Homes. Please send donations and make checks payable to the Permanent Endowment, P. O. Box 243, West Tisbury, MA 02575 and write Harbor Homes in the MEMO line.*



# HARBOR HOMES

## STEERING COMMITTEE

### 2018

Reverend Cathlin Baker

Father Chip Seadale

Armen Hanjian

Karen Tewhey

Marjorie Mason

Peter Vincent

### **Roles and Expectations**

Harbor Homes is not incorporated as a nonprofit agency or 501(c)3. It is a collaborative initiative of the Island Clergy, Dukes County and several other individuals and community agencies. As such, the Steering Committee ("Committee") will serve as a development, advisory and oversight group that does not have any legal responsibilities for the program. The Committee will, however, help develop and approve policies and procedures for the operation of Harbor Home. The Committee will, to the best of their ability, ensure that staff and volunteers act legally and ethically.

The following are expectations of the Steering Committee: Steering Committee members should

- Be active in organizational planning and decision making.
- Maintain confidentiality about information about clients, staff or funding gained through his/her position.
- Be faithful to the organization's mission. He or she cannot act in a way that is inconsistent with the organization's philosophy or goals.
- Ensure that Harbor Homes is compliant with all relevant regulations, standards and laws.
- Attend most committee meetings, thus indicating a dedication to the organization.
- Monitor and approve financial policies, budgets, and financial reports.
- Assist with marketing and fundraising efforts.

Marketing efforts can include

- reviewing, approving and disseminating marketing materials
- reviewing and approving Harbor Homes website design and content
- making presentations both formally and informally about Harbor Homes
- networking on behalf of Harbor Homes
- promoting Harbor Homes through positive press releases

Fund raising efforts can include

- giving or soliciting donations to Harbor Homes
- identifying, contacting, and/or networking with potential donors
- writing thank you notes to donors
- soliciting items from businesses for auction or raffle
- planning and/or helping to run a fundraising event
- grant writing

Once established financially and programmatically within the community of Martha's Vineyard, Harbor Homes will incorporate as a 501(c)3 entity.



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## OUR MISSION

*The mission of Harbor Homes is to provide safe, sanitary and secure housing and support services to low income residents of Martha's Vineyard to prevent them from being homeless and to help move them toward greater self sufficiency*

## OUR VISION

*Residents of Harbor Homes will live in single rooms in a congregate house and benefit from a stable environment, engagement in a caring community, and case management support that addresses their individual needs. Adult residents will share kitchen and bath facilities, contribute to the maintenance and expenses of the home, attend weekly house meetings, and participate in activities, daily routines, mentoring relationships, and life skills education that will prepare them for independent living.*

## HOMELESSNESS ON MARTHA'S VINEYARD

As the cost of purchasing a home on Martha's Vineyard now far exceeds the budget of most of the Island's workforce, the need and demand for rental housing has increased. Given the limited supply of rental units, the demand has now far exceeded the supply. Exacerbating this situation is the new reality that the number of year-round housing units becoming seasonal homes is increasing and, as a result, shrinking the housing stock available for residents while there is still moderate growth in population.

The waitlists for the few affordable housing opportunities on the Island continue to lengthen. The Dukes County Regional Housing Authority that offers housing to those with incomes between 50% and 120% of the adjusted median income (AMI) of Dukes County listed 230 residents on their waitlist in 2017. Island Elderly Housing reported a 4 year waitlist for subsidized elderly and disabled housing.

One of the dire consequences of this lack of access to rental housing on the Vineyard is the continuing spike in homelessness. While homelessness is increasing in many high-end real estate markets, the crisis on the Island is unique in 2 ways:

1. Due to the lack of supply, any individual or family, regardless of income, who is dependent on a rental for housing is at risk of becoming homeless. This has affected town administrators, teachers, Stop and Shop employees along with low and moderate income residents.
2. Some of the housing being rented on the Vineyard meets the HUD definition of "not meant for human habitation" and the resident qualifies as homeless. This would include landlords renting sheds or detached buildings that lack heat, running water, bath or kitchen facilities.

The Department of Housing and Urban Development (HUD) defines homelessness as

- *An individual who lacks a fixed, regular, and adequate nighttime residence;*
- *An individual who has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings,*

*including a car, park, abandoned building, bus or train station, airport, or camping ground;*

- *An individual or family living in a shelter*
- *An individual or family who will imminently lose their housing and lacks access to or the resources or support networks needed to obtain other permanent housing*

The Department of Health and Human Services goes further to include

*“An individual may be considered to be homeless if that person is “doubled up,” a term that refers to a situation where individuals are unable to maintain their housing situation and are forced to stay with a series of friends and/or extended family members. “*

Between February 2016 and May 2017, 120 individuals and/or families on Martha’s Vineyard self- reported to Housing Assistance Corporation that they were homeless or imminently at risk of becoming homeless and requested help in finding housing.

- Forty (40) individuals were homeless
- Twenty-four (24) individuals were couch surfing
- Fifty-six (56) individuals were in process of being displaced because of end of lease, winter rental, eviction, and/or foreclosure and were unable to identify a new housing situation.

Of these 120,

- 58% Female; 42% Male
- 36% Families
- 37% 55 years or older
- 18% 62 years of age or older

In addition, in a one-year period, 2016-2017, five (5) Island residents who requested shelter died of health or mental health issues exacerbated by being homeless.

The incidence of homelessness does not appear to have abated. During August and September of 2018, the housing counselor for Dukes County has completed an intake on sixteen (16) individuals who were homeless or facing eviction and unable to find a safe place to sleep.

In addition, these statistics do not factor in the growing number of residents and families who are “doubled up” or “couch surfing” on a routine basis and do not choose to bring attention to their housing situation.

For the past 2 winters, approximately twenty-five (25) chronically homeless adults have taken advantage of the winter shelter, Houses of Grace, that is operated by the Island clergy. These individuals have been homeless for at least one year and have complex profiles and documented physical or emotional disabilities. In 2017, in recognition of the growing population of chronically homeless on the Island and the lack of services, HUD awarded Martha’s Vineyard an \$81,658 renewable grant to house five (5) chronically homeless residents on the Island. After a frenetic, publicized and unsuccessful search for a rental property to house the homeless, the

funding was used to establish the program in Hyannis. No Vineyard resident has benefitted from the program.

We now know the scope of this crisis and what does not work to address the immediate need. Finding a year-round rental property to house the homeless with HUD funding is an impossibility. Low income residents who feel fortunate to be allotted a state or federal rental voucher find that this is a useless piece of paper since there are no affordable apartments to lease.

Harbor Homes is the outgrowth of an extensive needs assessment, a review of research on effective programming for high risk low income homeless populations and an appreciation of the community values and characteristics of Martha's Vineyard. Harbor Homes will house low income individuals in safe, stable single room occupancy residences. Harbor Homes will help us retain Island properties for Island residents.

## **HISTORY OF HARBOR HOMES**

In 2013, after the death of a homeless individual due to hypothermia, several individuals, including clergy, diverted their attention to the plight of the unsheltered on Martha's Vineyard. The Island was dealing with an increasingly serious rental housing crisis that limited the housing options for local residents. Those with limited incomes, disabilities or substance abuse issues were most at risk of homelessness.

The Clergy Homeless Task Force was formed and met for a period of two years. It engaged clergy, mental health providers, a civil rights advocate, homeless Vets representative, and volunteers. The group sponsored a successful fund raiser and the blue print for Hospitality Homes, a 3-month winter shelter that was piloted in January 2016.

The County Manager arranged for a critical research study (2015) by the Rural Scholars of the University of Massachusetts that focused on Homelessness on Martha's Vineyard. This report documented the depth of the affordable housing crisis and the resulting increase in the number of residents at risk of homelessness. Concurrently, the County Manager, Health Care Access and Vineyard Housing Office identified the critical need for funding case management services. The Associate Commissioner for the Homeless was responding to those in crisis in her volunteer capacity. She was subsequently replaced by a part-time housing counselor funded by the state and employed by Housing Assistance Corporation.

Hospitality Homes, the Island's winter shelter, operated from January through March of 2017 and was supplemented by a weekday Warming Center that was staffed with volunteers. The Island now had two years of experience in assessing and addressing the needs of unsheltered men and women and clearly understood the importance of opening Harbor Homes as a year-round permanent supportive housing opportunity for its most vulnerable residents. The Martha's Vineyard Network on Homeless Prevention, which includes Island clergy, the County Manager, housing advocates, business leaders, and volunteers, is committed to providing all residents a safe, secure and sanitary place to live as well as the supports and life skills to function productively in the community.

Harbor Homes will offer housing in a congregate setting. These houses will be operated as educational facilities<sup>1</sup> that offer a life skills curriculum for low income individuals. Each facility will provide a combination of affordable housing and support services to help individuals transition to more stable and productive lives and maintain successful residencies. Guests will reside in single rooms (SRO) and have access to kitchen and bath facilities. Residents will be required to help with program costs and contribute to the maintenance of the facility.

## **THE IMPACT OF HOMELESSNESS**

All of us need food and shelter to survive. When one is continuously focused on the need to find a safe and sanitary place to sleep and secure belongings, the ability to work, sustain relationships, communicate, contribute to the community, and live a healthy life are compromised. Homelessness is unquestionably an emotionally draining state of existence. Everyday activities like eating, bathing, attending school, working, shopping, showing up for appointments become significant challenges.

Homelessness is also considered a serious trauma with long lasting effects - emotionally, physically and spiritually. It can strip individuals of their sense of dignity and rob them of hope. Individuals who have no home address feel disconnected to the community they are in. Sleeping in a car, the woods, or on a boat can be a frightening and degrading experience. Homelessness breeds shame and insecurity.

## **PURPOSE**

### ***Harbor Homes Addresses a Critical Community Concern***

Harbor Homes of MV is a collaborative Island initiative that has a bold and beautiful focus: to help individuals become healthy and productive citizens by offering them secure housing and individualized support. Martha's Vineyard has a rental housing crisis that has had the most serious impact on low income, vulnerable populations. Harbor Homes will provide congregate housing for individuals with incomes at or below 30% of the Median Family Income (MFI) for Dukes County and who are considered too poor for "affordable housing". Eligible individuals may include the low-income employed, elderly on fixed incomes, adults on SSI/SSDI, and unsheltered individuals living in poverty. Harbor Homes will offer the most accessible, cost effective and practical solution to responding to low income residents who lose their housing. Harbor Homes will, in the future, expand its programming to families with children. We believe that Harbor Homes of Martha's Vineyard is a perfect fit for the island.

### ***Harbor Homes is Based on Dignity, Respect, and Love.***

Harbor Homes is a strengths-based program that acknowledges the unique contributions that all individuals can bring to a community. Each resident will be required to assist with the maintenance and daily upkeep of the household and to pay toward program costs. Harbor Homes will provide housing as well as access to a case manager who will mentor and support each resident in achieving his/her personal goals and move toward self-sufficiency. Harbor Homes will be a quiet, safe refuge for adults to find hope and healing.

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<sup>1</sup> Educational Facility as defined by the Massachusetts General Law Chapter 40A, Section 3, aka the Dover Amendment does not regulate or restrict the interior area of a single family residential building for educational purposes on land owned or leased by a nonprofit educational corporation.



## ***Harbor Homes Will Change Lives.***

Currently, when faced with the loss of an apartment, low income residents must turn to seasonal, illegal or unaffordable options, couch surfing, living in a vehicle or tent or moving to a shelter off island. By contrast, participants of Harbor Homes will experience a safe, secure and supportive environment that promotes their emotional well being, personal dignity, successful tenancy and healthy engagement in the community. Experiencing homelessness is considered a serious trauma with long lasting effects - emotionally, physically and spiritually. It strips adults of their sense of dignity and robs them of hope. Individuals who have no home address feel disconnected to our community. Being relegated to sleep in a setting that is "not meant for human habitation" is a frightening and degrading experience. Harbor Homes will provide Islanders with security and support, so they can function productively in our community as parents, employees, and neighbors.

## **SERVICE DELIVERY AND STAFFING**

The Dukes County Manager will employ a Housing Coordinator and a part-time Case Manager who will have responsibilities for providing oversight and direct service to Harbor Homes.

The *Housing Coordinator* is the point of contact for Island residents who have a housing crisis. S/he will intake clients, assess their housing needs and options and maintain a database of residents who are homeless or at risk of becoming homeless. S/he will also coordinate services with other community agencies that offer programming to low income adults. In coordination with the Harbor Homes Steering Committee, s/he will draft policies, procedures and marketing materials for Harbor Homes and oversee the development of the program design.

The Housing Coordinator will be an education professional who will oversee the Life Skills component of Harbor Homes and ensure that each resident completes a skills screening and develops an individualized plan for personal growth that is supported and monitored by staff, collaborators and volunteers. The Housing Coordinator will also be the primary liaison between the County Manager, the Harbor Homes Steering Committee and the MV Network for Homeless Prevention.

The *Case Manager* will provide residents with information about the availability, accessibility and affordability of health, mental health, educational, employment and housing services available in the community. The case manager will provide support as well as resource and referral information to guests. S/he will meet individually with each resident, assist them in completing a skills screening and help them develop a plan to attain the skills they will need to move toward greater self-sufficiency. S/he will solicit community volunteers and adult education providers to offer mentoring onsite. The nature of activities to be carried out will be aimed at assisting the formerly homeless in attaining the communication, financial literacy, social, life skills, and/or technology skills critical to functioning successfully in employment settings and/or the community. In addition, the case manager will facilitate a weekly house meeting to promote the development of a congenial and supportive community. The case manager will monitor the activities and climate of the program and provide a monthly program progress report to the Steering Committee.

Harbor Homes will partner with two county programs that target individuals with low income, health and mental health concerns. *Health Care Access for All* will assist residents with the application process for private and public health services. The *Dukes County Social Service Case Worker* will assist residents with applications for Food Stamps, transitional assistance or aid from charitable organizations.

Harbor Homes staff will work collaboratively with *Martha's Vineyard Community Services*, the Island's largest behavioral health provider to link residents to mental health supports using third party insurance billing. Harbor Homes will also maintain a close collaboration with *Martha's Vineyard Hospital* and will, with client written consent, share information about potential referrals and current residents who need health services. While there will be weekly supervision of the facility by a Case Manager, there will be no onsite supervision on nights or weekends. The two Island county employees assigned to Harbor Homes will coordinate scheduling to ensure that a professional will be available to respond to program needs on a 24/7 basis.

## **ELIGIBILITY**

The eligibility criteria for Harbor Homes:

- Adults at least 21 years of age
- Income at or below 30% of the Median Family Income (MFI) for Dukes County
- Homeless or imminently at risk of becoming homeless
- Be capable of independent living

## **INTAKE**

The facility will house adults who are homeless or at risk of becoming homeless. Eligible individuals will have very low incomes and may have disabling health or mental health conditions. Adults who have been chronically homeless will have priority. Applicants with a current drug or alcohol abuse problem will be required to get treatment as a prerequisite to acceptance into Harbor Homes.

All potential residents will participate in an interview procedure that helps screen applicants. The purpose is twofold. First, to allow candidates to tour Harbor Homes, visualize living arrangements, discuss program expectations, and question current residents. Second, this meeting allows current residents an opportunity to help identify those individuals who may best benefit from the program and to screen out applicants who may not be ready to live safely and productively in a congregate setting.

Individuals who are interested in applying for Harbor Homes should request, complete and submit an application to the

Dukes County Housing Coordinator  
9 Airport Road  
P.O. Box 190  
Edgartown, MA 02539.

The applications will be reviewed and prioritized by a subcommittee comprised of the Dukes County Housing Coordinator, the Harbor Homes Case Manager and a member of the Steering Committee. This subcommittee will choose applicants who might benefit from life skills education and who are invested in moving toward greater self sufficiency. Applicants will be informed within 2 weeks whether they have been entered on a waitlist for residency or whether they are not eligible for the program.

## EXPECTATIONS OF GUESTS

Harbor Homes is a homeless prevention program for low income adults who agree to comply with specific house rules and program expectations in order to remain in residence. Guests at Harbor Homes must sign and commit to a contract that details the behavioral expectations of the program.

All residents will be expected to contribute both financially and socially to the community. Residents are responsible for the cost of their own food, but weekly communal meals will be a scheduled component of the program. Shopping for groceries, preparing meals, cooking and cleanup are an essential part of the life skills curriculum. In addition, residents will be asked to assist with household maintenance and repairs.

Each resident will sign a contract that details Harbor Home rules of occupancy. The contract provides Harbor Home with the opportunity to be transparent with residents about living arrangements, financial and social expectations, life skills programming and the termination policy.

All Harbor Homes guests must

- Be able and willing to live with other adults in a cooperative and respectful fashion.
- Respect the privacy of other guests.
- Attend weekly house meetings.
- Remain clean and sober.
- Refrain from bringing illegal drugs, marijuana, alcohol or weapons of any kind into the residence.
- Refrain from smoking in the house.
- Remain on prescribed medications and not share them with anyone else.
- Not have overnight guests.
- Limit daytime guests to the number and visiting times designated at each house.
- Help maintain the property, keep room clean and complete assigned household tasks.
- Meet regularly with case manager and develop an individualized service plan with specific functional goals.
- Comply with all house rules.
- Notify the case manager if unable to attend a house meeting or if not sleeping at the house that evening.

**Pay 30% of their monthly income toward program costs.**

## LIFE SKILLS EDUCATION

Harbor Homes offers guests the support and opportunity to strengthen a range of skills that will enhance their employability and inclusion in the community. The residence provides a safe and secure environment where individuals can begin to assess their lives, develop an individualized plan to maintain a successful tenancy and set personal goals.

Harbor Homes promotes “lifelong learning.” First, it reintroduces formerly homeless adults to the routines and responsibilities of living in a community. This includes maintaining basic hygiene, doing laundry, assisting with cleaning and chores, planning meals, food shopping, paying toward program upkeep, etc.

Second, Harbor Homes is self governed by adults who come to appreciate the importance of developing social competency skills including conflict resolution, cooperative decision making, appropriate and assertive communication, positive interpersonal relationships, empathy, and teamwork in order to reside comfortably together.

Lastly, the Harbor Homes case manager and volunteer staff will mentor guests in developing prevocational skills that are important in attaining and sustaining employment. These include practicing good personal hygiene, dressing appropriately for work, interviewing for a job, being responsible, reliable, and dependable at work, taking pride in one’s work, accepting authority and being a team player, exhibiting a good attitude, following directions, and being eager to learn.

Low income and/or homeless individuals are often disenfranchised from educational and employment opportunities. Once housed, they may need encouragement from staff and volunteers to reengage in the learning process. The Division of Adult Education and Literacy (USDE 1992) has identified successful instructional strategies in addressing the needs of formerly homeless individuals including “life planning, family literacy, stress management, plus mastery of instruction in small, self-contained units”. Harbor Homes will offer residents opportunities to identify their personal skills and interests and practice problem solving and decision making in daily life. Each house will have internet and computer access available to residents. In addition, the community will provide a supportive environment that fosters self confidence, promotes healthy interpersonal relationships, and instills hope – the foundations for successful engagement in the community and employment.

***People who are homeless are not socially inadequate.***

***They are people without homes.***

## APPENDIX A

NAME: \_\_\_\_\_ DOB: \_\_\_\_\_

DATE: \_\_\_\_\_

REVIEWER: \_\_\_\_\_

### LIFE SKILLS EDUCATION SCREENING

*Harbor Home promotes "lifelong learning" and offers guests the support and opportunity to strengthen a range of skills that will enhance their employability and inclusion in the community. The residence provides a safe and secure environment where individuals can begin to assess their lives, develop an individualized plan to maintain a successful tenancy and set personal goals.*

*Harbor Homes is more than just a housing program. It is a transformative experience in which residents will have opportunities and case management support to acquire or strengthen their skills in the following areas.*

Mark (X) each skill area as either a strength or goal.	STRENGTH	GOAL
SUCCESSFUL TENANCY		
Paying Rent		
Paying Utilities		
Property Maintenance & Repairs		
Cleaning		
Food Shopping		
Food Preparation		
Laundry		
Basic Hygiene		
Safe Environment		
Healthy Life Style		
Responsible Citizenship		
Community Service		
Record Keeping		
Financial Management		

SOCIAL COMPETENCY		
Social Skills		
Communication Skills		
Cooperation		
Acceptance of Diversity		
Tolerance		
Empathy		
Concern for Others		
Conflict Resolution		
Stress Management		
Resiliency		
Trust Relationships		
Nurturing Relationships		
Honesty		
Self-Discipline		
PREVOCATIONAL SKILLS		
Applying for Job		
Interviewing for Job		
Positive Attitude		
Critical Thinking		
Problem Solving		
Goal Setting		
Following Directions		
Accepting Authority		
Team player		
Adaptability		
Reliability/Responsibility		
Interested in Learning		
Taking Pride in Work		
Leadership		

## APPENDIX B

# HARBOR HOMES

# Individualized Service Plan

NAME: \_\_\_\_\_ DOB: \_\_\_\_\_

DATE: \_\_\_\_\_

STRENGTHS:

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[illegible]

## CONTACT INFORMATION

### For general information:

Harbor Homes  
c/o Dukes County  
9 Airport Road  
P.O. Box 190  
Edgartown, MA 02539  
508-696-3840  
[homelessprevention@dukescounty.org](mailto:homelessprevention@dukescounty.org)

### For referrals:

Dukes County Housing Coordinator  
9 Airport Road  
P.O. Box 190  
Edgartown, MA 02539  
508-696-3840  
[homelessprevention@dukescounty.org](mailto:homelessprevention@dukescounty.org)

### For donations:

The Permanent Endowment of Martha's Vineyard is the 501(c)3 fiscal sponsor of Harbor Homes. Please send donations and make checks payable to the Permanent Endowment, P. O. Box 243, West Tisbury, MA 02575 and write Harbor Homes in the MEMO line.





***Harbor Homes has the full support of the  
Dukes County Regional Housing Authority (DCRHA)***

***June 2018***

“The DCRHA was chartered in 1986 to assist the towns of Martha’s Vineyard to address the need for housing opportunities for its residents with low and moderate incomes.

While housing efforts on the Vineyard have focused on the very real needs of residents with incomes between 30% and 150% of the HUD Median Family Income (MFI) for Dukes County, individuals and families with incomes below years 30% of MFI are generally not able to access these opportunities. Many of these individuals have lived and worked on the Island for many years before finding themselves on lower fixed incomes or on waitlists that are years long for options such as Island Elderly Housing.

**The Harbor Homes project seeks to add an important, supportive housing option to address the needs of Vineyard residents who do not have the income or subsidy to afford our “affordable” rentals.”**

David Vigneault, Executive Director  
Dukes County Regional Housing Authority

