**HOMELESS SERVICES OVERSIGHT COUNCIL (HSOC)**
**Meeting Agenda**

July 20, 2022, 1pm

Members and the public may participate by Zoom video call:
https://us06web.zoom.us/j/82543899251?
pwd=d2MzN3oxOWcxRlU3MVNLcWRsSm5IUT09

Or dial in:
+1 346 248 7799
Meeting ID: 825 4389 9251
Passcode: 491477

1. Call to Order

2. Administrative Action: Vote to Approve a Resolution Acknowledging Governor Newsom's Proclamation of a State of Emergency and Authorizing Meetings by Teleconference Until the HSOC's Next Regularly Scheduled Meeting Pursuant to the Ralph M. Brown Act, as Authorized by Assembly Bill (AB) 361

3. Introductions

4. Public Comment

5. Consent: Approval of Minutes

6. Action/Information/Discussion

    6.1. Discussion Item: Point in Time (PIT) Count Update

    6.2. Action Item: Review and Vote to Approve the Draft Strategic Plan

    6.3. Discussion Item: Committee Updates

    6.4. Discussion Item: Administrative/Homeless Action Committee Update – Joe Dzvonik

6.4.1. Discussion Item: Oklahoma Avenue Tiny House Village Request for Proposals

6.4.2. Discussion Item: HMIS (Homeless Management Information System) Update

6.5. Discussion Item: Update on Oklahoma Avenue Parking Village – Jeff Al-Mashat

6.6. Discussion Item: Federal & State Grants Update

7. Future Discussion/Report Items

8. Updates and Requests for Information

9. Upcoming Meetings
Next Regular Meeting: September 21 at 1pm

10. Adjournment

The full agenda packet for this meeting is available on the SLO County HSOC web page:
https://www.slocounty.ca.gov/Departments/Social-Services/Homeless-Services/Homeless-Services-Oversight-Council-(HSOC).aspx

**AGENDA ITEM NUMBER:  2**

**ITEM:   VOTE TO APPROVE A RESOLUTION ACKNOWLEDGING GOVERNOR NEWSOM'S PROCLAMATION OF A STATE OF EMERGENCY AND AUTHORIZING MEETINGS BY TELECONFERENCE UNTIL THE HSOC'S NEXT REGULARLY SCHEDULED MEETING PURSUANT TO THE RALPH M. BROWN ACT, AS AUTHORIZED BY ASSEMBLY BILL (AB) 361.**

**ACTION REQUIRED:**

Vote to approve a resolution acknowledging Governor Newsom's proclamation of a State of Emergency and authorizing meetings by teleconference until the HSOC's next regularly scheduled meeting pursuant to the Ralph M. Brown Act, as authorized by Assembly Bill (AB) 361.

**SUMMARY NARRATIVE:**

Recently enacted AB361 amended Government Code Subsection 54953 to allow local legislative bodies to continue to hold virtual public meetings after the expiration of the Governor's Executive Order on September 30, 2021 that had waived provisions of the Brown Act requiring local legislative bodies to hold in person meetings.

The authority to hold virtual public meetings under the provisions of AB361 remains effective through January 1, 2024.  In order to exercise the right to hold a virtual public meeting, one of the following three conditions must be met:

1. The local agency is holding a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing[1] ; or
2. The meeting is held during a proclaimed state of emergency for the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees; or
3. The meeting is held during a proclaimed state of emergency and the legislative body has determined, by majority vote, that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

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[1] There currently is no state or local order in place requiring social distancing, nor is there a formal recommendation from State or local officials on social distancing, with the exception of a CalOSHA regulation

To continue to hold virtual meetings, the Board of Supervisors, and other local legislative bodies, must make the following findings by a majority vote[2] no more than 30 days after holding its first virtual meeting under one of the circumstances above, and every 30 days thereafter; unless the body is not scheduled to meet within 30 days, in which case it must make the following findings at its next regularly scheduled meeting:

(A) The legislative body has reconsidered the circumstances of the state of emergency.

(B) Any of the following circumstances exist:

(i) The state of emergency continues to directly impact the ability of the members to meet safely in person.

(ii) State or local officials continue to impose or recommend measures to promote social distancing.

COVID transmission in San Luis Obispo County is rated as high by the Centers for Disease Control as of July 15, 2022. Due to the increased risk of transmission of COVID-19 in indoor settings, the HSOC is being asked to consider approving the resolution allowing for the use of virtual meetings for 30 days from July 20, 2022.

**BUDGET/FINANCIAL IMPACT:**

There is no financial impact if the HSOC votes to approve the attached resolution.

**STAFF COMMENTS:**

Staff recommend approval of this resolution.

**ATTACHMENT:**
A. A RESOLUTION OF THE HOMELESS SERVICES OVERSIGHT COUNCIL ACKNOWLEDGING GOVERNOR NEWSOM'S PROCLAMATION OF A STATE OF EMERGENCY AND AUTHORIZING MEETINGS BY TELECONFERENCE MEETINGS FOR AN ADDITIONAL PERIOD OF THIRTY DAYS PURSUANT TO THE RALPH M. BROWN ACT

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[2] A majority vote is not needed if the conditions of criterion 1 have been met.

**Homeless Services Oversight Council**
COUNTY OF SAN LUIS OBISPO, STATE OF CALIFORNIA

Wednesday July 20th 2022

**PRESENT:**

**ABSENT:**

RESOLUTION NO._____

**A RESOLUTION OF THE HOMELESS SERVICES OVERSIGHT COUNCIL ACKNOWLEDGING GOVERNOR NEWSOM'S PROCLAMATION OF A STATE OF EMERGENCY AND AUTHORIZING MEETINGS BY TELECONFERENCE MEETINGS FOR AN ADDITIONAL PERIOD OF THIRTY DAYS PURSUANT TO THE RALPH M. BROWN ACT**

The following resolution is now offered and read:

WHEREAS, on March 4, 2020, Governor Newsom issued a Proclamation of State of Emergency in response to the COVID-19 pandemic; and

WHEREAS, the proclaimed state of emergency remains in effect; and

WHEREAS, on March 17, 2020, Governor Newsom issued Executive Order N-29-20 that suspended the teleconferencing rules set forth in the California Open Meeting law, Government Code section 54950 et seq. (the "Brown Act"), provided certain requirements were met and followed; and

WHEREAS, on June 11, 2021, Governor Newsom issued Executive Order N-08-21 that clarified the suspension of the teleconferencing rules set forth in the Brown Act, and further provided that those provisions would remain suspended through September 30, 2021; and

WHEREAS, on September 16, 2021, Governor Newsom signed AB 361, allowing legislative bodies subject to the Brown Act to continue meeting by teleconference if the legislative body determines that meeting in person would present imminent risks to the health or safety of attendees, and further requires that certain findings be made by the

legislative body every thirty (30) days; and

WHEREAS, California Department of Public Health and the federal Centers for Disease Control and Prevention ("CDC") caution that the Omicron variant of COVID-19, currently the dominant strain of COVID-19 in the country, is more transmissible than the original SARS-CoV-2 variant of the virus, and that even fully vaccinated individuals can be infected and may spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (https://www.cdc.gov/coronavirus/2019-ncov/variants/omicron-variant.html); and

WHEREAS, the CDC has established a "Community Transmission" metric with 4 tiers designed to reflect a community's COVID-19 case rate and percent positivity; and

WHEREAS, the County of San Luis Obispo currently has a Community Transmission metric of "high" which is the most serious of the tiers; and

WHEREAS, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, the Homeless Services Oversight Council deems it necessary to find holding in person meetings would present imminent risks to the health or safety of attendees, and thus intends to invoke the provisions of AB 361 related to teleconferencing.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED by the Homeless Services Oversight Council that:

1.      The recitals set forth above are true and correct.

2.      The Proclamation of State of Emergency in response to the COVID-19 pandemic issued by Governor Newsom on March 4, 2020, remains in effect.

3.      The Homeless Services Oversight Council finds that the proclaimed state of emergency continues to impact the ability of members to meet safely in person and meeting in person would present imminent risks to the health or safety of attendees.

4.	Staff is directed to return at its next regularly scheduled meeting with an item for the Homeless Services Oversight Council to consider making the findings required by AB 361 to continue meeting under its provisions.

Upon motion of Homeless Services Oversight Council Member _____, seconded by Homeless Services Oversight Council Member _____, and on the following roll call vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAINING:

the foregoing resolution is hereby adopted.


_____
Chairperson of the Homeless Services Oversight Council

ATTEST:

[Insert appropriate attestation signature block]


APPROVED AS TO FORM AND LEGAL EFFECT:

RITA L. NEAL
County Counsel


By: _____
	Deputy County Counsel

Dated:_____

# HOMELESS SERVICES OVERSIGHT COUNCIL (HSOC)
# MEETING MINUTES

**Date**
May 18, 2002

**Time**
1pm-3pm

**Location**
Zoom

**Members Present**
Allison Brandum
Amelia Grover
Andy Pease
Anna Miller
Bettina Swigger
Bill Crewe
Brenda Mack
Dawn Ortiz-Legg
Devin Drake
Garret Olson
Jack Lahey
Janna Nichols
Jessica Thomas
Kathy McClenathen
Kristen Barneich
Laurel Barton (alternate for Dawn Addis)
Marcia Guthrie
Mark Lamore
Nicole Bennett
Rick Gulino
Scott Smith
Shay Stewart
Steve Martin
Susan Funk
Susan Lamont

Wendy Lewis

**Members Absent**
Anne Robin
Caroline Hall
Jeff Smith
Jim Dantona

**Staff and Guests**
Aurora William
Brandy Graham
Carrie Collins
Donna Howard
Elaine Archer
Elizabeth Pauschek
Francis Lagatutta
George Solis
Jeff Al-Mashat
Jefferson Eckles
Jen Ford
Jessica Lorance
Joe Dzvonik
Jon Nibbio
Kelly Underwood
Kelsey Nocket
Laurel Weir
Lawren Ramos
Leon Shordon
Mia Trevelyan
Mimi Rodriguez
Molly Kern
Russ Francis
Sarah Montes Reinhart
Yael Korin

## 1. Call to Order
Susan Funk called the meeting to order at 1pm.

**2. Administrative Action: Vote to Approve a Resolution Acknowledging Governor Newsom's Proclamation of a State of Emergency and Authorizing Meetings by Teleconference Until the HSOC's Next Regularly Scheduled Meeting Pursuant to the Ralph M. Brown Act, as Authorized by Assembly Bill (AB) 361**

Devin made a motion to approve the resolution, seconded by Jack. The motion passed with all in favor, none opposed and no abstentions.

**3. Introductions**

Garret Olson (Chief Executive Officer of SLO Food Bank), Frank Lagatutta (LAGS Recovery Centers), Donna Howard (Student Support Resolution Coordinator at Cuesta College) and Mia Trevelyan (Administrative Analyst for the County of San Luis Obispo) introduced themselves.

**4. Public Comment**

None.

**5. Consent: Approval of Minutes**

Shay made a motion to approve the minutes, seconded by Mark. The motion passed with all in favor, none opposed and no abstentions.

**6. Action/Information/Discussion**

**6.1 Discussion Item: Bringing Families Home Program Update – Kelly Underwood**

Kelly provided an update on the Bringing Families Home Program, administered locally by the County of San Luis Obispo Department of Social Services. The program can now support people in family maintenance or family reunification. New program requirements will include the provision of racial equity services, collaboration with the community, and use of the HMIS (Homeless Management Information System). Undocumented residents are eligible but all clients need to be participating in child welfare services.

**6.2 Discussion Item: CalAIM (California Advancing and Innovating Medi-Cal) Presentation – Nicole Bennett**

Nicole gave a presentation on CalAIM (California Advancing and Innovating Medi-Cal), a multi-year initiative by DHCS (California Department of Health Care Services)

to improve the quality of life and health outcomes of the Medicaid population in California through a broad delivery system and reform of programs and payments. Through this program, CenCal Health will be proposing to offer housing transition navigation services, housing deposits, housing tenancy and sustaining services, and sobering centers, from January 1 2023. CenCal Health will be contracting with community services, primary care providers, and County health departments. Nicole will provide standing updates on the CalAIM program at HSOC Services Coordinating Committee meetings.

### 6.2.1 Discussion Item: Housing and Homelessness Incentive Program (HHIP)

Laurel reported on HHIP (Housing and Homelessness Incentive Program), a two year incentive payment pilot program. Any Medical Managed Care program participating in HHIP must integrate with the regional HHAP (Homeless Housing, Assistance and Prevention Program) Round 3 strategies and goals. The County and CoC (Continuum of Care) will work with CenCal Health on this, including by data sharing.

### 6.3. Discussion Item: Strategic Plan

Susan Funk reported that the Board of Supervisors has given unanimous support for the direction of the Strategic Plan. The Steering Committee has incorporated feedback from HSOC and City Councils. The primary goal of the Plan is to reduce homelessness to 50% of the current level within five years. The Committee is in the process of finalizing the Plan, and a draft should be ready by the following week. Discussions with stakeholders will be held in June and early July, and feedback will be incorporated into the final draft for HSOC's July meeting.

### 6.3.1. Discussion Item: Homeless Housing, Assistance and Prevention Program (HHAP) Round 3

Laurel reported on Round 3 of the Homeless Housing, Assistance and Prevention Program (HHAP). HHAP Round 3 will provide approximately $4 million in joint funding to the County and CoC. This funding can be spent through Fiscal Year 2025-26. The application deadline is at the end of June. Eligible activities are similar to previous HHAP rounds, but also include Systems Support funding, which can include improvements to HMIS, Coordinated Entry, and other data systems. Applicants are required to produce a Local Homelessness Plan with two year outcome goals, and successful applicants will receive 18% bonus funding if they

meet these goals over two years. This plan is smaller in scale than the Strategic Plan but will tie into it, including specific outcome goals related to the HHAP 3 funding. Public hearings for HHAP Round 3, to solicit feedback for defining goals and strategies, will take place later in May. The HSOC and Board of Supervisors are due to vote on the goals and strategies in June.

### 6.4. Discussion Item: Committee Updates

Updates for the Services Coordinating, Housing, and Finance & Data Committees were included in the agenda packet. Mark added that the Finance & Data Committee discussed data quality, grant updates including an extension to the expenditure deadline for ESG-CV (Emergency Solutions Grant – Coronavirus) program, and next steps in approving an updated Release of Information form.

### 6.5. Discussion Item: Update on Oklahoma Avenue Parking Village – Jeff Al-Mashat

Jeff reported that the Safe Parking site at Oklahoma Avenue is now known as the Parking Village following a request from New Beginnings, who have a trademark on the name Safe Parking. New Beginnings have also invited Jeff to their site to learn from their best practices.
The Parking Village has seen some positive news recently, including several family reunifications. Fifteen new spaces and a pavilion for dining will soon be available. The Food Bank has provided picnic tables, barbecues, griddles and cook tops, as well as nutritional support, and will soon be setting up a pantry with fridge and freezer.

### 6.6. Discussion Item: Federal & State Grants Update

Russ and Laurel presented an updated version of the document shown at the last full HSOC meeting, showing homeless services funding currently in use, secured but not yet distributed, and anticipated in the county. Updates from last meeting include the ESG-CV expenditure deadline being extended into 2023, anticipated HHAP Round 3 funding, and the CoC FY2021 funding having been secured.
George reported that for the CoC FY2021 grant competition, the SLO County CoC scored fifth highest in Southern California, with the four higher scoring CoCs being large metropolitan areas. The median score nationwide was 143. SLO County CoC scored 152. County staff will present a more detailed debrief at the next Finance & Data Committee meeting. George also gave a reminder that the deadline for local

FY2022 CA ESG (California Emergency Solutions Grant) applications is Wednesday, May 25.

**6.7. Discussion Item: Point in Time (PIT) Count Update**
George reported that the full PIT Count report will be finalized by mid June. This will include data from the sheltered and unsheltered counts and the survey results. An Executive Summary is expected by the end of May.

**7. Future Discussion/Report Items**
None.

**8. Updates and Requests for Information**
Janna reported that construction has begun on the Cabins for Change project in Grover Beach.

**9. Upcoming Meetings**
**Special Meeting: June 2 at 3pm**
**Next Regular Meeting: July 20 at 1pm**

**10. Adjournment**
Susan adjourned the meeting at 3:05pm.

# HOMELESS SERVICES OVERSIGHT COUNCIL (HSOC)
# SPECIAL MEETING MINUTES

**Date**
June 2, 2022

**Time**
3pm-4pm

**Location**
Zoom

**Members Present**
Allison Brandum
Amelia Grover
Andy Pease
Anna Miller
Anne Robin
Bettina Swigger
Brenda Mack
Dawn Addis
Dawn Ortiz-Legg
Devin Drake
Garret Olson
Kathy McClenathen
Kristen Barneich
Jack Lahey
Janna Nichols
Jim Dantona
Marcia Guthrie
Nicole Bennett
Rick Gulino
Shay Stewart
Steve Martin
Susan Funk

Susan Lamont
Wendy Lewis

**Members Absent**
Caroline Hall
Jeff Smith
Jessica Thomas
Mark Lamore
Scott Smith
William Crewe

**Staff and Guests**
Aurora Madrigal William
Daniela Garcia
Elaine Archer
Esther Salzman
George Solis
Jessica Lorance
Jessica Rayray
Jonathan Nibbio
Kate Swarthout
Kelsey Nocket
Laurel Weir
Leon Shordon
Russ Francis
Sarah Montes Reinhart
Yael Korin
Yesenia Alonso

**1. Call to Order**
Susan Funk called the meeting to order at 3pm.

**2. Administrative Action: Vote to Approve a Resolution Acknowledging Governor Newsom's Proclamation of a State of Emergency and Authorizing Meetings by Teleconference Until the HSOC's Next Regularly Scheduled Meeting Pursuant to the Ralph M. Brown Act, as Authorized by Assembly Bill (AB) 361**

Janna made a motion to approve a resolution acknowledging Governor Newsom's proclamation of a State of Emergency and authorizing meetings by teleconference until the HSOC's next regularly scheduled meeting pursuant to the Ralph M. Brown Act, as authorized by Assembly Bill (AB) 361, seconded by Garret. The motion passed with all in favor, none opposed and no abstentions.

## 3. Introductions
None.

## 4. Public Comment
Janna commented on 5CHC's (5Cities Homeless Coalition's) application to the annual California Emergency Solutions Grant (ESG) program, for a collaborative project with CAPSLO (Community Action Partnership of San Luis Obispo) and ECHO (El Camino Homeless Organization) to maintain existing work, including Emergency Shelters in Atascadero and 40 Prado in SLO City, and Rapid Rehousing work.

## 5. Action/Information/Discussion
### 5.1 Homeless Housing, Assistance and Prevention (HHAP) Program
### 5.1.1 Public Hearing Item: Local Homelessness Plan and Proposed Outcomes for the HHAP Program Round 3
Laurel provided background on HHAP Round 3. This is a State grant to support communities to continue and expand their efforts to address homelessness. Approximately. $4.2 million will be available under HHAP 3, for wide ranging activities including operating subsidies for existing programs. 10% of funding must be set aside for youth funding, 7% is set aside for administration, and 25% must be prioritized for Systems Support. 18% bonus funding will be available in 2024 if outcome goals are met. The State decides on the goals that will be measured, including deciding on the baseline year for data (2020) and the measurement period (2023-4). This presents challenges as 2020 was an anomalous year due to changes associated with COVID.

Two public forums have been held on HHAP Round 3 outcomes. Comments focused on Systems Support activities, including data systems improvement to allow more data sharing, strengthening the Coordinated Entry system, and sharing resources to create efficiency and uniform standards. The Public Hearing Item today is also intended to gather public feedback. A further Public Hearing Item will be on the agenda for the Board of Supervisors meeting considering HHAP Round 3

goals on June 21.

Laurel gave an overview of the homeless services system and then the goals and strategies as reviewed by the HSOC Finance and Data Committee (included in the agenda packet). Draft recommendations for the prioritization of HHAP 3 funding (not including the set asides for youth and systems support) are homelessness prevention, innovative housing solutions (interim housing and delivery of Permanent Supportive Housing), and operations subsidies for shelters and Permanent Supportive Housing.

HSOC members and attendees provided the following input:

- Expanding HMIS (Homeless Management Information System) access should be included
- Homelessness Diversion should be added as a strategy
- Strategy work with healthcare partners, to better support patients with complex medical needs in Permanent Supportive Housing, should be incorporated into Strategy #5 (decrease returns to homelessness)
- The Coordinated Entry system needs to be improved to decrease average length of time homeless – just building more housing will not do this on its own
- It would be helpful for goals and outcomes to be broken down into demographic categories (e.g. people with high levels of medical need)
- In terms of the youth set aside, one of the highest risk groups are youth leaving foster care. There are gaps in service for this group, as they are able to receive housing vouchers but not other supports that are needed such as landlord incentives, assistance with moving costs, and support to move quickly and put down a deposit

**5.1.2 Action Item: Vote to Recommend Preliminary Outcomes, Strategies and Funding Levels for HHAP-3 Initial Application and Recommend the HSOC Review and Recommend Revised Outcomes Following Approval of the San Luis Obispo County Five-Year Plan Addressing Homelessness**

Laurel reported that since the agenda packet for this meeting was posted, the State has clarified that they do not want HSOC to vote on outcome measures for HHAP 3 at this time. This item will instead be brought to the July meeting of the full HSOC.

**5.2 Action Item: Vote to Recommend Awards for $150,864 in California's Fiscal Year 2022 Emergency Solutions Grant Continuum of Care Allocation Funding**

Laurel reported that the ESG is an annual grant from HUD (US Department of Housing and Urban Development). This allocation is passed through the State. One application was received, from 5Cities Homeless Coalition. A non-conflicted Grant Review Committee met and recommended funding the proposal in full.

Kristen made a motion to recommend awards for $150,864 in California's Fiscal Year 2022 Emergency Solutions Grant Continuum of Care Allocation Funding, seconded by Devin. The motion passed with all in favor except for Jack, Janna, Nicole and Wendy who abstained.

### 5.3 Action Item: Vote to Approve Homeless Management Information System (HMIS) Release of Information Forms

Jessica Lorance provided background on this item. HMIS staff and users are looking to move from a closed system (where participating agencies can only view clients entered by their own agency, except where clients have given permission for specific other agencies to view their data), to an open system, where client data is shared by default. The next step in the process is for the full HSOC to approve the new Release of Information forms. These forms have been reviewed and approved by the HSOC Finance and Data Committee.

Kristen made a motion to approve the Homeless Management Information System (HMIS) Release of Information forms, seconded by Dawn Ortiz-Legg. The motion passed with all in favor, none opposed and no abstentions.

### 6. Next Regular Meeting: July 20 at 1pm

### 7. Adjournment
Susan Funk adjourned the meeting at 4:15pm.

**HOMELESS SERVICES OVERSIGHT COUNCIL (HSOC)**
**ACTION ITEM**
**July 20, 2022**

**AGENDA ITEM NUMBER:**

**ITEM:** Review and Vote to Approve the Draft Strategic Plan

**ACTION REQUIRED:** Review and vote to approve the draft Five-Year Strategic Plan.

**SUMMARY NARRATIVE:** In 2021, in consultation with the Homeless Services Oversight Council (HSOC), the County convened a Steering Committee and tasked it with updating the County's Ten-Year Plan addressing homelessness.

The Committee represented a cross-section of stakeholders, including representatives from local elected officials, city staff, homeless services agencies, local law enforcement, a local Housing Authority, and a person with lived experience of homelessness. The committee began meeting in September 2021. Supported by County staff and a consulting agency with expertise in homelessness, the committee began its process by identifying the underlying principles that would be used to guide the update.

The Committee then reviewed available data from the County's Homeless Management Information System (HMIS), a database system used to track demographic, services and outcomes information from HMIS-participating programs. The committee also reviewed other available data and solicited input from stakeholders on needs. A focus group of people with lived experience was also convened. The Committee then used that data and feedback to develop a proposed approach for that plan, including draft key goals and Lines of Effort that would be used to reach those goals. The Committee also decided to recommend the plan be changed from a ten-year plan to a five-year plan, in recognition of the difficulty of accurately predicting needs, resources and funding over a ten-year window.

From February through June 2022, the Committee sought input from each of the HSOC Committees as well as from the full HSOC. On April 19, 2022, a presentation was made to the County Board of Supervisors on the draft goals and approach and the Board provided direction to staff regarding the plan. Public input was also sought through presentations to stakeholder organizations, including city councils, and an online survey. Additional feedback was solicited from people with lived experience via an in-person survey about priorities for addressing homelessness.

The Committee also met again at the end of June and the beginning of July to consider input received from the public survey, survey of persons with lived experience, and stakeholder entities. The Committee then revised and finalized the draft plan. A copy of

the draft plan may be found at https://www.slocounty.ca.gov/Departments/Social-Services/Homeless-Services/Homeless-Services-Oversight-Council-(HSOC).aspx


**BUDGET/FINANCIAL IMPACT:**

Approval of the plan itself by the HSOC will not have an immediate financial impact.  Should the Board of Supervisors approve the plan, the plan could be used to set funding priorities for grants such as the Homeless Housing Assistance and Prevention Round 3 (HHAP-3) grant, although final grant recommendations would still be voted on by the HSOC and Board of Supervisors in accordance with County policies.

The overall cost of implementing the plan will depend significantly on the details of how the plan is implemented.  Staff have identified approximately $5.86 million in HHAP-2 and HHAP-3 funding that could be committed to implement certain eligible activities such as the creation of additional non-congregate shelters, supporting shelter operations, the creation of permanent supportive housing and providing operating subsidies.  It is anticipated the HSOC would consider the plan priorities when making future funding recommendations for grant awards.


**STAFF COMMENTS:**

It is requested that the HSOC take one of three actions:

1. Vote to approve the plan as is,
2. Vote to amend and approve the plan, or
3. Vote to return the plan back to the Steering Committee with instructions on what should be addressed before the plan is brought back to the HSOC for consideration at a later date.

Should the HSOC vote to approve the plan, either as is or as amended, the plan would be brought to the Board of Supervisors in August for consideration and adoption.

With regard to the review of data, the Committee noted that the Coordinated Entry System, which serves as the front door to homeless services for the Continuum of Care, stores its data in a separate database system.  This made it difficult to de-duplicate data and led to the Committee's recommendations that the plan include provisions for improving and consolidating data collection and reporting.

**ATTACHMENTS:**

Attachment A – The San Luis Obispo Countywide Plan to Address Homelessness 2022-2027
Attachment B – Summary of Public Survey Comments Regarding Draft Plan, including Feedback from San Luis Obispo Chamber of Commerce and Feedback from Yael Korin and Paul Hershfield
Attachment C – Comments Regarding Draft Countywide Strategic Plan to Address Homelessness from San Luis Obispo City Council

Version for HSOC Review (July 15, 2022)

# The San Luis Obispo Countywide Plan to Address Homelessness 2022-2027

Adopted by on [date]:

[Insert County seal after adoption]

Adopted by on [date]:

[Insert HSOC logo after adoption]

## Preface: Why We Must Address Homelessness

Homelessness burdens our community in ways we can no longer afford. No matter the lens through which you examine this issue, the cost is high.

The toll of homelessness on the individual experiencing homelessness is well established. The average life expectancy for someone experiencing homelessness is approximately 25 years shorter than those with stable housing.[1] Homelessness exacerbates existing health problems and causes new ones, both with chronic conditions (such as diabetes) and acute problems (such as infections and injuries). Accumulated trauma from insecure and at times dangerous situations can contribute to an unhoused individual's behavioral health challenges. It is difficult to manage one's health and heal when there is no place to rest and recuperate. Further, high rents, stiff competition for lower-cost units, and the many bureaucratic, legal, and financial hurdles facing unhoused persons can make it hard for them to hold on to hope or envision and plan for a safer, more stable life in housing.

Less obvious is the combined toll on our community's wellbeing. As the numbers of those experiencing homeless in our region continues to rise, our community suffers immeasurable losses to our quality of life, environmental wellbeing, and economic vitality.

We mourn the loss of our parks and open spaces. The accessibility we once had to these community resources continues to diminish as more and more people make these locations their homes. The landscapes of our parks, our trails, our community centers and even our sidewalks have rapidly changed. We have long prided ourselves on a high quality of life here in the County of San Luis Obispo, but this quality is being significantly and rapidly degraded by the growing impact of homelessness.

Apart from the emotional toll on our community, the financial cost of homelessness is staggering and continues to grow. The U.S. Department of Housing and Urban Development (HUD) estimates that each homeless person costs their community more than $40,000 per year[2] due to frequent use of public services such as ambulance rides, emergency room visits, hospitals, arrests, jail time and other services. These community costs are exacerbated by the financial impact of homelessness through the loss of a region's business vitality. Whether in attracting

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[1] Source: *Not One More: Honoring Those Who Died Homeless,* NAEH, available at: https://endhomelessness.org/blog/not-one-more-honoring-those-who-died-homeless/

[2] Source: *The Cost of Homelessness,* by Veronica Morley, available at https://www.turnto23.com/news/homeless/breaking-down-the-cost-of-homelessness

diverse business development or maintaining a reliable workforce, the existence and expanse of homelessness are a deterrent to our economic health.

While it is complicated to calculate the total individual and community costs of homelessness, it is even more complicated to understand its root causes. There is not one simple answer to the question of how people become unhoused. There is confusion as to why homelessness grows so rapidly despite expensive efforts to confront it. There is a waning belief, perhaps even a loss of hope, that this problem can ever be prevented from growing and permanently blemishing the texture of the society we leave to our children. While the cause of each instance of homelessness may be unique, there is one thing every case has in common: Once a person is homeless, it becomes increasingly more difficult for them to regain housing and stability as time goes on. Our whole community witnesses the daily suffering and tragedy that our unhoused neighbors experience. In the end, we all are affected.

There is no simple answer to addressing homelessness, but we can all agree that our approach needs to change. This strategy does not pretend to offer an end to homelessness in a community where rent is high, and wages are not. Instead, this strategy offers a bold, systematic, and integrated sequence of actions designed to make the goal of substantially reducing homelessness achievable, so that our children can come to know a region with the values and humanity that have long made our Nation and the County of San Luis Obispo a wonderful place to live.



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# Table of Contents

## Executive Summary

Despite the expansion of homeless shelters and parking villages in the County of San Luis Obispo over the last several years, **we have the capacity to shelter only 20-30% of our homeless citizens on any given night**. Our community is rowing upstream against forces that have evolved over decades and are national in scope: high housing costs, low vacancy rates, chronic impacts of trauma, and behavioral healthcare challenges.

Making incremental increases in uncoordinated efforts to reduce homelessness is no longer an option for our region. This plan outlines a bold, housing-centric strategy to **reduce the number of people experiencing homelessness to 50% of the current level within five years**. Achieving this goal will require a whole-of-community effort that includes increasing the availability of non-congregate shelters; reexamining and diversifying funding sources; strengthening regional partnerships; and modernizing the data systems and structures that address homelessness.

Achieving this goal in a high-demand/low-supply local housing market requires a mix of housing approaches that vary by how they affect housing supply, the level of services they require, and the time and cost it takes to build them. The plan includes strategies to **build or secure housing solutions for 2,050 additional people over five years**.

The plan is organized into **six Lines of Effort (LOE).** Each Line of Effort represents a series of related events, actions or projects that combine to achieve a specific objective linked to the strategic goal of reducing homeless. This is a roadmap; details will be added as each area is addressed over time, using a data-based approach to inform decisions. While each LOE addresses a distinct aspect of the challenge, none stands alone. For example, LOE1 (the main effort) focuses on increasing the amount and types of housing and shelter available, while LOE2 is focused on preventing homelessness and supporting housing stability.

This plan recognizes that increased access to housing is necessary but insufficient. **While reducing homelessness is the goal, solely building housing is not. Reducing homelessness requires not just a physical increase in housing, but also the services needed to support people in securing and retaining that housing.** Reducing homelessness must also address specific barriers such as trauma, mental illness, addiction, and medical challenges, with attention on the needs that may differ by culture, language, family type, age, and an individual's specific experience with trauma. Furthermore, this plan recognizes that a structured approach to regional collaboration is needed to implement and oversee these efforts, supported by new data capabilities and expanded efforts in communications and public engagement.

## State of Homelessness in the County of San Luis Obispo

**How many people are experiencing homelessness in the County of San Luis Obispo?**

- **1483 people** were observed as homeless throughout SLO County in the 2019 Point-In-Time Count. 2022 results are pending at the time of this plan's release. To see data from the most recent local homeless Point-In-Time Count, please refer to [LINK].

> **What is the homeless system of care?**
>
> The *homeless system of care* consists of all the various community partners that provide or support housing, shelter, services, and resources for people who are experiencing homelessness or who have recently experienced homelessness in our community. These include, among others, CAP-SLO, ECHO, 5 Cities Homeless Coalition, Lumina Alliance, Transitions Mental Health Association, the Salvation Army, HASLO, and County departments.

- On average, each year since 2018, homeless system of care inflow has exceeded outflow by **196 people**.
- In 2020, among communities categorized as "largely suburban" nation-wide, the County of San Luis Obispo had the **3rd largest percentage of unsheltered homelessness nationwide—82.4% of the homeless population was unsheltered.** San Luis Obispo also made the **top 5** list for unsheltered youth, unsheltered veterans and unsheltered individuals.

**Who is experiencing homelessness in the County of San Luis Obispo?**

- Programs to house families have been better funded than those that house individuals, so **individuals are less likely to be receiving housing and service resources**. Families make up 15% of the Point-In-Time Count census but 39% of the people served by the system of care. In contrast, individuals make up 85% of the Point-In-Time Count but only 61% of those served by the homeless system of care.
- **Most people who access services for homelessness in the County of San Luis Obispo are from the County of San Luis Obispo**. 92.9% of people who accessed homeless services in 2020 in the County of San Luis Obispo had not accessed services in any other community in California.

**We know housing ends homelessness—what about housing?**

- The County of San Luis Obispo is the **second least affordable small metro area** in the entire nation. The County's cost of housing is about **51.7% higher**

**than the national average**, ranking it as a small metro area with the **fourth-highest housing cost** in the United States.[3]

- As of February 2022, rent in this County averaged at **$2,347 per month** – $719 more than the national average.[4]
- The **apartment vacancy rate** as of fourth quarter of 2020 was 3%, which is approximately half of the national rate **5.6%**.
- **Rapidly rising rents** (13.5% increase from 2020 to 2021and 46% since 2016) have increased the financial burdens on low-income people.[5]
- The median rental household in the County spends 38% of its income on housing, meaning that **over half of all rental households in the County are at increased risk of homelessness** due to the burden that housing costs place on family budgets.[6]

## How has the homeless system of care been able to respond to these challenges?

- Since 2019, year-round **emergency shelter capacity increased by 115 beds (73%)** and maximum total capacity has doubled with the addition of 110 safe parking spaces. Despite these increases, on any given night **we have the capacity to shelter only 20-30% of the number of people observed as homeless in 2019 (Point-In-Time Count)**
- Federal efforts such as the **CARES Act and ARP** and state equivalent such as **HHAP** have resulted in several one-time grants that have launched new efforts. As those close, challenges continue.
- At the same time, housing and service providers **struggle to hire and maintain enough adequately trained staff**. For example, in April 2022, the County Behavioral Health department had over 20 open positions. Similarly, the Atascadero Winter Shelter closed 6 weeks early due to lack of staffing.

## What would be better?

- This community plan calls for **strategic coordination across the region** to create more housing and shelter, to improve system efficiencies and efficacy, and to support services that stabilize people in housing.
- The substantial expansion in capacity for shelter and housing outlined in this plan – with the staffing needed for success – will **save lives, reduce suffering, restore people to productive lives, improve the environment, and set all communities in the County on a path to improve how public spaces are shared**.

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[3] Source: *SLO County second least affordable small metro in America*, San Luis Obispo Tribune, March 21, 2022.
[4] Source: https://www.rentcafe.com/average-rent-market-trends/us/ca/san-luis-obispo/
[5] Source: Analysis of HUD Fair Market Rents, available at: https://www.huduser.gov/portal/datasets/fmr.html
[6] Source: https://www.huduser.gov/portal/datasets/cp.html#2006-2017

## Ending Homelessness

### Vision
**The San Luis Obispo region will reduce homelessness by ensuring that people at risk of losing housing can retain it, and those experiencing homelessness can equitably secure safe housing with appropriate supports, minimizing trauma to the individual, the community, and the environment.**

### Goals of this Plan:

1. Reduce the number of people experiencing homelessness to 50% of the current level within five years.
2. Reduce *unsheltered* homelessness to 50% of the current level within five years.

### Six Lines of Effort:

1. Create affordable and appropriately designed **housing opportunities and shelter options** for underserved populations.
2. Focus efforts on **housing stability** for those experiencing homelessness or at risk of homelessness, including expanding prevention/diversion, supportive services, and housing navigation efforts.
3. Improve and expand **data management efforts** through HMIS and Coordinated Entry to strengthen data-driven operational guidance and strategic oversite.
4. Create, identify, and streamline **funding and resources**.
5. Strengthen **regional collaboration**.
6. Build **public engagement** through information-sharing and partnership.

### Our Guiding Principles:

- We must use a **rapid cycle implementation strategy** to add capacity in housing, shelter, and homelessness prevention.
- We will **build the train as it travels**: Strategic planning, action planning, and implementation will be occurring simultaneously.
- **Innovation** is needed to create lower cost housing and shelter options.
- We will actively **engage persons with lived experience of homelessness** in the development, refinement, and execution of plans.
- We must **work together across jurisdictional boundaries and across sectors** so that we can move forward with strategically coordinated action.
- We will build **community awareness** of the impacts of homelessness on our community and support for countywide initiatives.

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## Summary Timeline

| 2022-2023 | | 2023-2025 | | 2025-2027 |
|---|---|---|---|---|

**2022-2023**
- Build Interim Housing Capacity
- Prevention
- Data

**2023-2025**
- Expanded Service Capacity
- Regional Compact

**2025-2027**
- Increased Housing Capacity
- Data-driven refinements
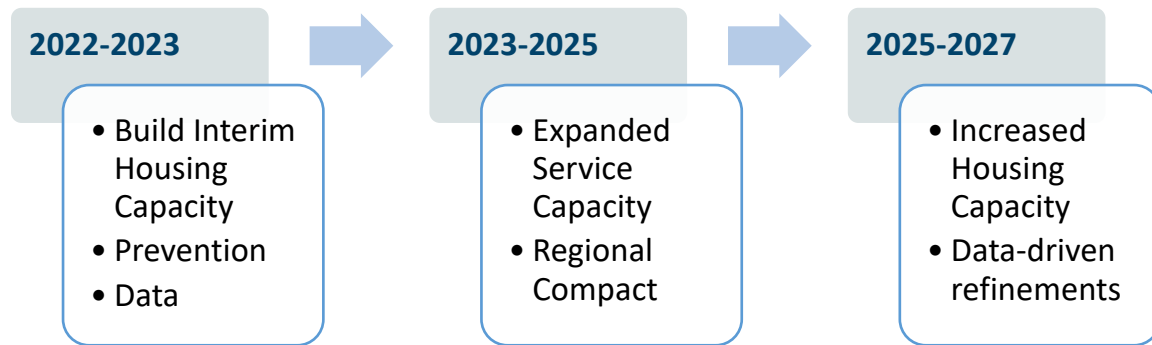
- **First 12 Months: Rapid-Cycle Expansion of Interim Housing Capacity**
  - Rapid-cycle implementation of non-congregate sheltering/interim housing capacity.
  - Expand landlord partnership through incentive program and incentive/mitigation fund.
  - Through launch of Homeless Action Committee, lay groundwork for a Regional Compact on homelessness to expand affordable and homeless-dedicated housing regionally, including deeper analysis of needs and resources focused on populations that are medically vulnerable/age 65+, have behavioral health conditions, are chronically homeless, or are families with children.
  - Increase diversion and prevention capacity.
  - Expand staffing levels to meet needs in interim housing capacity and provide services for people with behavioral health conditions.
  - Improve and expand HMIS and Coordinated Entry for data-driven strategic oversight capabilities and operational guidance.
  - Actively engage persons with lived experience of homelessness into all phases of planning.
  - Launch community education and media plan.

- **Years 2-3: Regional Compact for Housing Development and Expanded Service Capacity**
  - Jurisdictions will develop a Regional Homelessness Compact to develop and align supportive housing goals, reducing barriers to housing and aligning resources to create and support housing.
  - Expand supportive services available to ensure people are able to access and maintain housing, especially outreach, skills training, medical care and behavioral health services.

- Create community standards for services and housing and expand training and other staff supports to ensure all resources support strategic plan goals and use of best practices.
- Improve data analytics and systematic reporting. Expand data connections and coordination with criminal legal system, hospitals, residential care and supported housing to offer more effective and efficient services, while respecting individual privacy rights.
- Review and learn from rapid cycle expansion of non-congregate sheltering/interim housing capacity and prevention and diversion capacity to fill in gaps and make improvements

- **Years 4-5: Increase Housing Capacity**
  - Complete more affordable and supportive housing projects, both traditional and non-traditional, and meet Regional Housing Needs Allocation (RHNA) targets in all jurisdictions
  - Develop housing solutions with consideration of water and other infrastructure needs
  - Systematically speed up the path from homelessness to housing
  - Solidify gains with sustainable ongoing funding
  - Implement incentives as needed to ensure implementation of the Regional Compact
  - Enhance community partnerships to support system effectiveness

## Lines of Effort

**Lines of Effort 1:** Create affordable and appropriately designed housing opportunities and shelter options for underserved populations.

### How We Will House 2050 More People To Cut Homelessness in Half

#### Who Needs Housing Most

**Youth**
Need permanent options

**Behavioral Health Conditions**
Access to units, services and supports

**Families**
Separation from individual adults

**Chronically Homeless**
Need privacy, partners, and pets

**Older Adults/ Medically Vulnerable**
Need appropriate medical assistance

#### Units To Be Built

**300**
Interim Housing, including Tiny homes, tiny cabins, sober living, pallet shelters, and other similar approaches

**+**

**500**
Permanent Supportive Housing for People With Disabilities Experiencing Homelessness

**+**

**1667**
Low-income Housing including small ADUs
(30% of units resolve or prevent homelessness)

#### Additional People To Be Housed

**250**
**Homelessness Prevention & Diversion** Placement

**+**

**185**
Housed in **Rapid Rehousing** & new housing vouchers (e.g. Housing NOW)

**+**

**525**
Non-congregate **Interim Housing & Shelter** beds

**+**

**600**
**Permanent Supportive Housing** units

**+**

**500**
**Low and Very Low-Income Housing** per RHNA for homeless

#### Will These Targets Change? **Yes!**
- New funding may become available.
- We will adapt as needs change and as we learn more about what works best.
- We will develop better tools to monitor which populations need more support.

**Focus:** Increase the number of interim and permanent housing opportunities for prioritized beneficiary groups experiencing homelessness, to clear the backlog of households without appropriate housing options due to specific housing barriers and increase the overall effectiveness and efficiency of the homeless system of care.

> Beneficiary groups have been identified based on data analysis of community need. These groups may change over time as homelessness is addressed and community needs change.
>
> The following beneficiary groups have been identified as this plan begins:
> - Older Adults/Medically vulnerable
> - People with Behavioral Health Conditions
> - Chronically Homeless
> - Families

**Metric**: Create 2050 new housing opportunities for persons experiencing homelessness or at-risk of homelessness over a 5-year period across the County

> **What do we mean by "creating housing opportunities"?**
>
> Creating housing opportunities includes any strategy to increasing housing access, including but not limited to:
> - Constructing, acquiring, rehabilitating, or renovating housing units
> - Master leasing
> - Funding housing subsidies for households to access apartments in the community
> - Non-traditional housing or shelter options, like tiny homes, pallet shelters, board & care facilities, shared housing, or other designs.

## Summary of Timing:

- **Year 1:**
  - Find locations and start building non-traditional interim supportive housing with the goal of creating 300 units within 3 years
  - Develop better data on how many people need what type of housing and supports, and where they need it, so that we can develop clear, data-informed, housing targets for specific populations.

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- **Years 2-3:**
  - Prioritize and accelerate development of permanent housing projects to meet the mix of needs in the community, including permanent supportive housing (PSH) dedicated to homeless households.
  - Keep building interim supportive housing.

- **Years 4-5:**
  - Ensure the creation of permanent supportive housing and low income/very low-income housing, including small Accessory Dwelling Units (ADUs) to meet Regional Housing Needs Assessment (RHNA) targets in all jurisdictions.

*See Appendix A for housing model definitions, targets, expected number of persons housed, and turnover assumptions.*

A. Rapidly create and support low-cost, non-traditional interim supportive housing solutions.

1.  Use rapid-cycle implementation to **increase non-congregate sheltering/interim housing capacity** through projects such as pallet shelters, cabins, tiny homes, sober living homes, room and board settings, and parking villages. Target one project in each City and Supervisor District for a total of **300 new units countywide within 3 years.**

> **Housing Unit**: A housing unit serves one household, which may consist of one person.

2.  Ensure that these new interim housing projects countywide form a **continuum of safe, accessible, low-barrier interim housing/shelter options** for individuals and for families that include wet or damp shelters, which allow for people with substance use needs to have housing while beginning to address recovery, and options that allow partners and pets.
3.  Expand the Oklahoma Avenue **Parking Village** and replicate on a smaller scale in additional locations, with housing navigation support.
4.  Provide **housing-focused services** to address needs of specific populations, including chronically homeless, unsheltered, families, and elderly/medically vulnerable. (*See also*, LOE 2.C)
5.  Develop **community standards for temporary non-traditional supportive housing** to ensure that people served in these settings exit to permanent housing.
6.  **Complete a quarterly analysis of existing projects to determine the utilization and need for interim housing** based on geography, climate, and

population and outcomes of various models. Align and expand shelter resources based on analysis.

## B. Remove barriers to building new units for homeless populations throughout the region, especially in cities.

1. Cities and County will adopt **least restrictive interpretation of "low-barrier navigation centers"** (based on state zoning requirements) into zoning codes.
2. Cities and County will consider **deferring or waiving permit fees** for new infrastructure related to homelessness (or commit permit and/or impacts fees to support building costs).
3. Complete a **regional inventory** of city- and county-owned properties (based on compilation of city housing inventories within each Housing Element).
4. Codify best practices and facilitate adoption of streamlined development of homeless housing through a **Regional Homelessness Compact**. *(See also,* LOE 5.A.)

## C. Create and sustain permanent supportive housing for homeless households.

1. Work with **healthcare partners to expand access to supportive housing environments** appropriate for medically vulnerable individuals, chronically homeless persons and seniors. (*See also,* LOE 2.J.)
2. Commit to ongoing funding needed to **sustain the operations and supportive services for existing permanent supportive housing projects**.
3. Reduce the development cost of permanent supportive housing by **removing fees** and by **aligning local land use policies** to reduce barriers to siting.
4. Advocate at the state level for **changes to housing development policies** that would streamline the development of permanent supportive housing.
5. Accelerate project implementation to build **500 additional units of permanent supportive housing** for homeless persons within 5 years.
6. Prioritize production of a **mix of project sizes** to serve different needs, including projects of fewer that 12 units, projects for persons with chronic mental illness, and larger projects using tax credit financing to accommodate families and seniors.
7. Ensure all housing created accounts for **water and other infrastructure needs**.

> **Non- traditional supportive housing options can include the following:**
> - Pallet shelters
> - Tiny Homes
> - Board & Care
> - Single Room Occupancy (SRO)
> - Sober living homes

8. Use **clear prioritization and systematic tracking** to ensure that medically vulnerable and chronically homeless individuals needing permanent supportive housing exit from stabilizing environments such as interim housing/shelter solutions into permanent supportive housing with sufficient clinical and other service supports.

D. Increase use of existing vouchers and rapid rehousing funds through a region-wide landlord incentive and outreach program to maximize available units with private landlords.

1. Bring the Housing Authority of City of San Luis Obispo's (HASLO) Emergency Housing Voucher **landlord incentive program** to scale in all communities to increase the number of participating landlords by 15% over the next 5 years.
2. Create a countywide **landlord incentive/mitigation fund** and adjust available funding based on analysis of access, utilization, and outcome of current landlord engagement efforts.
3. Sustain current levels of vouchers and rapid rehousing. Add resources sufficient for **an additional 160 persons to find housing**.
4. Expand the **Housing Now** program by 5 additional persons each year.

E. Increase access to seasonal and weather-dependent shelter throughout the region.

1. **Maximize opportunities for winter sheltering** across the County. Start with identifying locations, then where possible, expand for less severe weather conditions and more days of service.
2. Consider **cooling centers** in each region (North, Central and South) to be available on days expected to exceed 100 degrees, to support both unhoused persons and vulnerable housed people without air conditioning.

F. Support achievement of Regional Housing Needs Assessment (RHNA) goals for affordable housing targeting low- and very low-income households in every jurisdiction.

1. Introduce policies and strategies to accelerate completion of affordable housing projects, including traditional housing and small accessory dwelling units or permanent tiny homes, to **meet RHNA targets in all jurisdictions** (one-half of 6th cycle RHNA targets for low-income and very low-income units within 5 years), to achieve **1667 units of low/very low-income housing** and 500 supportive units dedicated to homeless persons or preventing homelessness (*see also*, LOE #1 C.4).

2. Create a **public dashboard** to demonstrate progress toward affordable housing goals.
3. Provide **incentives to builders and developers** of affordable housing to increase development, including increasing local matching funds to help make strategic local projects competitive for tax-credit financing.
4. **Preserve existing affordable housing**, such as mobile home parks and the Anderson building.
5. **Support smaller homes of all kinds** such as tiny homes, tiny homes on wheels and ADUs.
6. **Support all levels of affordable housing** (including deed restricted housing, moderate affordable units, affordable by design approaches) to provide housing for those exiting successfully from homeless-dedicated housing and stabilize moderate- and low-income households, including workforce.
7. Encourage development of **workforce housing** countywide to support staff who are currently working or moving to the area to work in this field.
8. Review **City and County resources including** Community Development Block Grant (CDBG) funding to increase the efficiency and timeliness of allocation and utilization. For example, consider combining funds to get projects qualified for tax-credit financing more quickly.
9. Through the HSOC Housing Committee, consider and encourage exploration of **alternative housing finance models.**
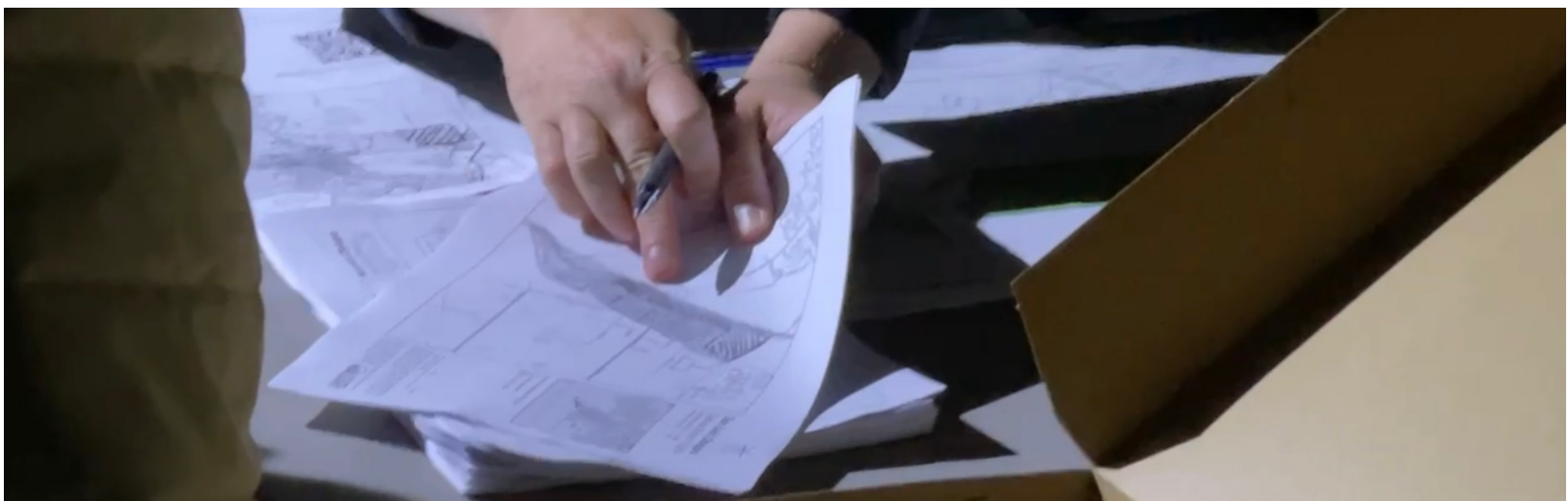
**Line of Effort 2:** Focus efforts to reduce or eliminate the barriers to housing stability for those experiencing homelessness or at risk of homelessness, including prevention, diversion, supportive services, and housing navigation efforts.

**Focus:** Strengthen supportive services across subpopulations to effectively assist people who are experiencing homelessness in obtaining and maintaining housing.

**Metrics:**

- System-wide, reduce the average length of time people experience homelessness by 10% each year.
- Increase the number of people being served in shelters or by outreach staff that access permanent housing by 10% each year.
- Increase the number of people exiting homelessness by at least 2050 over five years, compared with current level of effort.

**Summary of Timing:**

- **Year 1:** Prevention & Diversion; services sufficient to support new interim housing
- **Years 2-3**: Develop services, training and coordination, especially outreach, skill development, and behavioral health.
- **Years 4-5:** Maintain services, with ongoing assessments and refinements to maximize effectiveness

A. Implement housing-focused case management and services across the region.

1. **Increase staff to meet the growing challenge of** emerging needs (with increased efforts in coordinated entry, outreach, housing case management); utilizing best-practices to define appropriate client to staff caseload ratios and to hire individuals who are gender- and culturally diverse, including multi-lingual staff.
2. **Recruit and support development of new staff**, which may include outreach to and partnerships with high schools and colleges; and provide support for continued education for current staff.
3. **Increase and create peer support positions** including developing qualifications, providing training, and leveraging support from the Department of Rehabilitation and Department of Health Care Services.

4. **Increase compensation and benefits** to reduce turnover, standardize pay scales across providers, and provide livable wages for those working in the services sector.

## B. Support program staff in delivering effective services

1. Develop and implement **community standards and best practices for each service area** (including outreach, case management, coordinated entry) with a universal focus on housing navigation.
2. Create a **uniform, digital library, and schedule of trainings** for supportive services (including housing first, motivational interviewing, harm reduction, trauma-informed care, vocational training, resource availability, and diversity/equity/inclusion competency).
3. Ensure that **coordinated entry system is used as the foundation** for service assessment across the continuum.
4. Develop a **resource knowledge base and referral system** to maximize community resources (including housing programs such as HASLO vouchers, HUD-VASH and other specialty vouchers, affordable/tax credit housing and legal resources).
5. Expand **access to interpretation** services for all providers.
6. Expand **technology toolkit** to ensure coordinated entry assessment can be done in real time in the field, with virtual client signatures.
7. Coordinate services and resources with public health and social service agencies to effectively respond to any **emergencies, disaster events, and/or communicable diseases** (including COVID).
8. Leverage the expertise and success of existing models with **proven outcomes** to inform new and expanding programs.

## C. Structure services based on population need and geographical coverage.

1. **Revamp the coordinated entry system** to prioritize services based on need (including diversion, permanent supportive housing for higher threshold chronically homeless, rapid re-housing for lower threshold) throughout the geographic region.
2. **Coordinate outreach strategies across multiple agencies** to allocate and prioritize resources geographically and across populations and to improve information-sharing.
3. Coordinate efforts with **first responders,** including law enforcement and fire department agencies, to improve health and safety.

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4. Integrate services with **jail, juvenile justice, probation and other criminal justice entities**.
5. **Include people experiencing homelessness** in service design and implementation, and at the program and system level.
6. **Target program services to address the specific needs of subpopulations,** including people who are aging, youth, and people who have a physical, mental health and/or substance use disorder. Ensure services are culturally appropriate to the target populations and the household makeup (including families, singles, and couples) and that supports vary as needed (specifically, time-limited versus static ongoing services) to allow for growth, independence, self-reliance, and recovery.
7. **Create multidisciplinary outreach teams**, including either medical staff certified and trained to provide care for physical, mental health, and substance use disorders, including mobile medications, or, at minimum, telemedicine access.
8. **Pilot a site-based Regional Homeless Operations Center** to support housing navigation services at the Oklahoma Parking Village.
9. Assess the need and location for **expanded mobile hygiene services** to increase engagement with unsheltered population.
10. Create and expand job development opportunities for unhoused and newly housed individuals by partnering with job creation and support agencies in the community, including America's Job Center of California, Vocational Rehabilitation, and others.

D. Prevent homelessness through expanded diversion efforts (also known as housing problem solving or family reunification) and homeless prevention capacity.

1. **Find housing for an additional 50 people each year** through expanded diversion and homeless prevention efforts.
2. **Expand diversion** efforts through coordinated entry system (including by adding staff; improving program outcomes and training;

> **What is diversion or housing problem solving?**
>
> Diversion resolves an immediate housing crisis by problem-solving to find an alternative solution to entering the homelessness system, which may include family reunification. Diversion programs may include financial assistance, mediation, or connection to resources. In one community, the average cost per person in the homeless system was $3,700, whereas per person cost for diversion was only $1,550.

increasing flexible funding for relocation, etc.). Ensure that frontline staff are trained in diversion and progressive engagement.

3. Expand community partnerships to help **identify households at-risk** of homelessness (for example, through schools, family resource centers, SAFE System of Care, food pantries).
4. Help households stabilize their housing through **temporary financial support** (rent, unpaid utility bills).

### E. Implement culturally, linguistically, affirmative, and responsive programs and services to serve all individuals throughout the County in all regions.

1. Build **community understanding of diversity, equity, and inclusion** to ensure equitable access to culturally appropriate and responsive services throughout the homeless system of care.
2. Improve **access to services for people with limited English proficiency**.
3. Develop policies and programs to identify and address structural inequalities.
4. **Regularly train staff** throughout the homeless system of care to be responsive to a growing diverse population.
5. Create opportunities for **formerly homeless persons to participate in creating mutually supportive neighborhoods and build connections** to community resources for personal, social, and economic growth.
6. Develop and implement communication strategies to improve service access that are **culturally and linguistically appropriate**.

### F. Expand mental health and substance abuse disorder services.

1. **Increase capacity and training for behavioral health outreach** in the field with ties to ongoing treatment, by adding behavioral health peers, case managers, and providers who are field-based and can connect individuals through technology (telehealth) to professional services. Ensure training related to harm reduction and trauma-informed services for professional and allied staff.
2. **Create integrated service strategies to address** chronic substance use and co-occurring disorders, such as creating sobering centers and residential treatment centers. Ensure that the **outreach workers are trained to recognize and provide interventions**, referrals, and care for both mental health and substance use disorders.
3. Provide **additional services for individuals who are coming out of homelessness** into housing to assist with the psychological impacts, development or renewal of daily living skills, and other post housing transitions including integration into the community.

## G. Support efforts of first responders to address high system utilizers

1. Design and develop a countywide intervention strategy to identify, engage and serve **high system utilizers.**
2. Expand and systematize the **interface with the jail** to reduce of frequency of post-incarceration homelessness. Expand **jail in-reach** to plan for re-entry and prevent recidivism through jail-to-community bridge services.

> **High system utilizers** are individuals that disproportionately use emergency departments and inpatient services. Often, obtaining stable housing reduces system use in the first year of tenancy.

3. Create **24/7 response systems** with supportive services and transportation.

## G. Structure services based on medical need of aging population

1. Develop and increase appropriate housing and **home healthcare services** to support housing retention among medically vulnerable and high need behavioral health populations.
2. Develop **Medi-Cal-accepting nursing homes, assisted living facilities, and Supplemental Security Income/Social Security Administration (SSI/SSA) accepting licensed board and care homes across the aging spectrum**.
3. Cultivate **active partnerships with Dignity, Tenet, Community Health Centers, other healthcare providers and CenCal Health** to better support people with complex needs.
4. Create **respite care project** for people exiting medical facilities, with support for ensuring housing access.

## H. Expand services and housing targeted to Transitional-Age Youth (age 16-25)

1. Strengthen the **safety net to identify, assess and connect youth** experiencing a housing crisis, ensure highest-risk youth receive priority for services.
2. Provide an immediate path to help youth access services for safety due to the consequences of homelessness, through **enhanced outreach and mobile response**.
3. Expand a **continuum of age-appropriate, stable housing options** to meet the diverse needs of youth (for example, host homes, master lease, and permanent supportive housing).
4. Provide a **network of trauma-informed supportive services** to help young people maintain stable housing, learn life skills (including parenting supports)

and to achieve and sustain higher measures of success (including education and employment services).

5. Improve youth access and utilization of **medical, behavioral, and dental care services**.

6. Improve youth access and utilization of **public benefits (for example, CalFresh**).

**Line of Effort 3:** Improve and expand data management efforts through HMIS and coordinated entry system to strengthen data-driven operational guidance and strategic oversight.

**Focus:** Improve homeless system data quality and reporting, increase data sharing, and analyze and share data to drive improvements in homeless system performance.

**Metric**:

- HMIS access provided to all participating agencies for shared clients to the extent allowed by federal and state laws governing HMIS and privacy.
- Law enforcement, healthcare organizations, government agencies and nonprofit organizations may make referrals to coordinated entry.
- Mechanism exists to analyze aggregate data when individualized data cannot be shared due to privacy laws, regulations, or guidance.

**Summary of Timing:**

- **Year 1:** Create single HMIS database, data analysis and reporting to the community
- **Years 2-3:** Establish analytics and systematic reporting
- **Years 4-5:** Data driven refinements in strategy and services

A. Create a coordinated entry system that is open and accessible to all partner agencies to make referrals into the coordinated entry system and access data.

1. Establish **one unified data system** for the coordinated entry system and the Homeless Management Information System (HMIS). Acquire and implement software platform/vendor that meets community needs.
2. Create a **streamlined and automated referral process** and allow referrals from law enforcement, healthcare agencies, government agencies, and not-for-profit organizations.
3. Provide **open access for HMIS participating agencies**, consistent with client consent and relevant federal and state privacy laws.

## B. Expand access and usage of data in service coordination and decision-making.

1. **Monitor participation** from HMIS participating agencies to ensure compliance with HMIS policies and procedures.
2. Create and sustain HMIS **technical support positions** in proportion to number of users.
3. Streamline data processes to **eliminate duplicate data entry** and improve understanding of need across the community.
4. Design and implement a **data quality improvement plan** within HMIS for all program types.
5. Create a **data analyst position** to analyze performance and produce reports needed for data-driven management.
6. **Community Action Teams, mobile outreach and engagement teams, and Mobile Crisis Units will have access to and utilize HMIS** data to coordinate and maximize service provision.
7. **Integrate GIS data and HMIS data** so that street outreach teams have access to and can utilize real-time information to better assist homeless persons.
8. Expand **data sharing and coordination with hospitals and managed care organizations** to identify populations with greater medical and behavioral health needs and increase coordination of services.
9. Improve **use of justice department, jail, police data (including TEMP data) and reports** to improve services to people with criminal legal system involvement. Share aggregate data with criminal legal system.
10. Develop a **dashboard and schedule of analytical reports** that can be used to assess program effectiveness, identify and quantify trends in the mix of needs, and fine-tune recommendations for resource generation and allocation.
11. Provide **reports on performance measures** to the HSOC bimonthly.
12. **Expand analysis** of Stella, Homeless Data Integration System, Point-In-Time Count, Coordinated Entry, and HMIS and HUD System Performance Measures to provide a more comprehensive picture of homelessness.
13. Update data system to ensure timely **monitoring of Release of Information authorizations**.
14. Create **data tracking and reporting mechanism** to measure housing and shelter (including alternative housing models) production against Five-Year Plan development goals.

**Line of Effort 4:** Create, identify, and streamline funding and resources.

**Focus:** Increase funding and resources through new federal, state and private grant opportunities, restructure County funding to support this strategy, and align all funding available to address homelessness with community needs and priorities.

**Metrics:**

- Identify and earmark existing and known projected incoming grant monies toward new efforts that specifically accomplish objectives set by this strategy.
- Identify and analyze all current yet uncoordinated homelessness-directed funding streams across multiple government departments and community projects and synchronize them for greater impact.
- Increase grant-writing/grant-management capacity to improve our understanding and involvement with state, federal and other funding sources, improve accountability and contract performance through enhanced grant management, and achieve an optimal return on investment into this strategy.
- Improve understanding and communication between County, City, nonprofit and private entities regarding funding opportunities, processes, and accountability procedures through training and focused interaction.

**Summary of Timing:**

- **Year 1:**
  - Earmark the Homeless Housing, Assistance and Prevention (HHAP) Program Rounds 2 and 3 funding and selected American Rescue Plan Act (ARPA) monies toward efforts to improve data processes, improve the coordinated entry system, bolster homeless prevention efforts, and build multiple non-congregate shelter operations throughout the region to accommodate 100-150 individuals.
  - Quantify shortfalls in affordable special needs housing and service capacities and link existing and potential funding strategies to close these gaps in the next 4 years.
  - Launch effort to streamline uncoordinated homelessness funding and efforts, including coordination with key external partners such as CenCal Health.
- **Years 2-3:**
  - Continue to identify and steer funding in non-congregate shelter operations while shifting funding priorities to maximize service capacity

and permanent supportive/special needs/ very low-income housing construction efforts.

- o Formalize budgeting processes and funding strategies between County and City departments in accordance with a Regional Compact. These efforts might include Bond Measure and working with jurisdictions to achieve local match to maximize other funding such as priority tax credit projects (currently $40k/unit).
- o Work with CenCal Health to integrate new Cal AIM and Housing and Homelessness Incentive Program services with existing homeless services for maximum efficiency and impact.
- o Evaluate progress towards plan goals and earmark HHAP Round 4 funding to activities with the greatest impact.

- **Years 4-5:**
  - o Shift investment priority from expanding non-congregate shelter operations to sustaining service capacity and traditional housing efforts.

## A. Optimize the use of current funding streams and identify and obtain new resources

1. **Collectively, community-wide and cross-jurisdictions, identify funding opportunities** that are most likely to be profitable and pursue them collectively and strategically.
2. Develop a cross-jurisdictional team supported by local experts to drive an ongoing effort to **connect the most urgent needs with ever-changing opportunities for funding,** including orchestrating funding blending and coordination.
3. Establish **clear priorities for grant programs for County- and city-controlled funding** that align with the goals of the strategic plan.
4. Implement a **new project review / housing program creation work group** to review applications for new funding opportunities to ensure alignment with the strategic plan.

## B. Advocate for state and federal funding.

1. **Align efforts with state and federal plans** to ensure that local efforts are prepared to seize funding and resource opportunities when presented.
2. Advocate for **ongoing state funding** for homeless services operations to sustain capabilities expanded with one-time funding.
3. Advocate for new federal and state funding for **supportive services in permanent supportive housing.**

4. Advocate for federal and state funding to provide **short-term housing stabilization services** for residents of Affordable Housing and Housing Choice Voucher recipients, particularly persons in need of short-term mental health interventions.
5. Create **priorities for new state funding opportunities** to ensure alignment with the strategic plan.
6. Work with local, state, and other regulators to **reduce barriers to creative interventions** and increase funding sources.
7. Ensure governmental legislative platforms align to effectively **advocate for resources and service reforms**.
8. Work with jurisdictions to **achieve local match** to maximize other funding such as priority tax credit projects funded (currently approximately $40k/unit).

C. Strengthen and increase private philanthropic funding and health care funding for homelessness.

1. **Partner with CenCal and local Healthcare Systems and organizations** to identify opportunities to use CalAIM, Housing and Homeless Incentive Program (HHIP) and other initiatives to increase services and resources aligned with the strategic plan.
2. Strengthen and **align local funders** to support projects aligned with strategic plan.
3. Develop **stronger relationships with the faith community** to provide financial support services and funding.
4. Encourage local bankers and lenders to make it easy for homeowners to **finance the building of Accessory Dwelling Units (ADUs)** under 750 square feet for long-term rental use, since these units can also benefit from state-mandated fee waivers and expedited processing.

D. Align local city and County resources to support strategic plan.

1. Publish **annual combined plan and budget for homelessness** across all jurisdictions.
2. Incentivize achievement of **RHNA goals**.
3. **Consider pooling CDBG funding** between communities to speed housing development.
4. Ask cities and County to consider dedicating the year-over-year increase in **transient occupancy taxes** to supporting housing that is affordable to service sector workers.

5. Seek **pilot project** status for the County and CoC to get more grant funding and more flexibility.
6. Develop additional resources to prevent and address homelessness due to **domestic violence**.
7. Seek **County funding** to/for:
   - Fill in **funding gaps** to sustain operations and services
   - **Data systems** and analytics to leverage state funding and support continued data management
   - Seed money for **low-cost housing strategies**
   - Grant applications and management support including identifying **new grant opportunities**
   - Local support for **priority funding permanent housing projects** considers pooling with the cities
   - Explore other **revenue generating opportunities** to fund strategic plan activities (for example, bond measures, permit fees, etc.).
8. Seek **city and County funding** for:
   - Local support for **priority permanent housing projects** serving low-income and very low-income households
   - **Outreach services** specific to the community
   - Financial and operational support in partnership with other sources for **interim housing and shelter projects** benefiting the community
   - Exploring other **revenue generating opportunities** to fund strategic plan activities (for example, bond measures, permit fees, etc.).

**Line of Effort 5:** Strengthen Regional Collaboration.

**Focus:** Create regional, coordinated response to homelessness to minimize duplication of effort and improve system effectiveness to reduce homelessness.

**Metric:** Create and maintain a Homeless Action Committee for the plan duration.
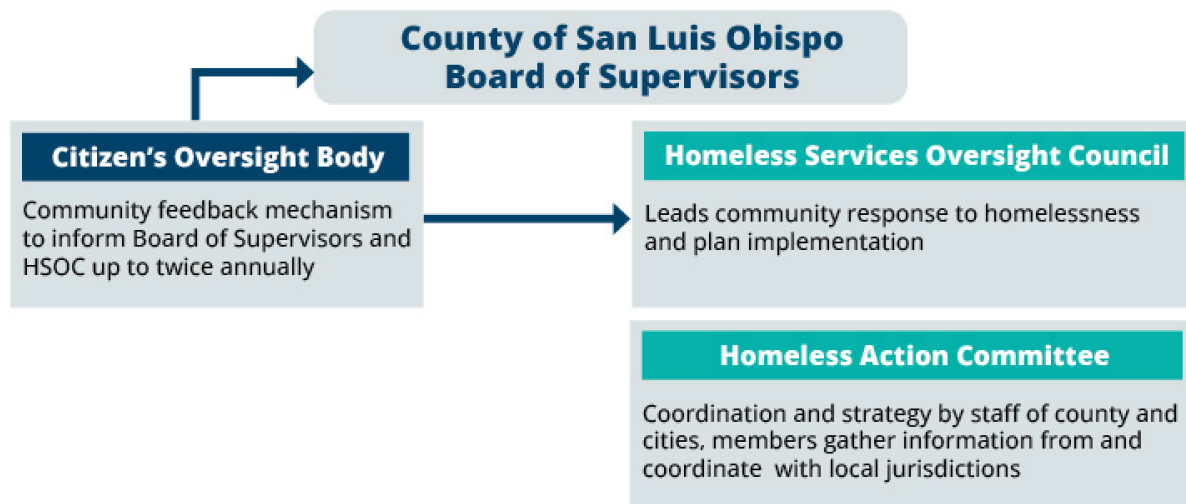
**Summary of Timing:**

- **Year 1:** Homeless Action Committee created, meets regularly; Citizens Oversight body formed; quarterly discussion sessions begin for those with lived experience
- **Years 2-3:** Regional Homeless Compact adopted
- **Years 4-5:** Data-driven management

A. Create a mechanism to visualize, describe, unify, and equitably direct regional efforts to address homelessness.

1. Develop **data-driven management**: Through HSOC and its committees, conduct bimonthly data-driven oversight of the status of plan implementation and the extent to which desired outcomes are being achieved. Recommend action steps to the Board of Supervisors, the Homeless Action Committee and other stakeholder groups represented on HSOC as needed. Conduct periodic reviews of programs and services to identify activities that need to be initiated, terminated, sustained. Consider and communicate issues and opportunities initially vetted in HSOC committees.

2. For rapid implementation management, create a **Homeless Action Committee**, consisting of the County Principal Administrative Analyst on Homelessness (and select County staff as required) and all City Mangers (and select City Staff as required) that meets regularly (for example, biweekly) to promote a regional, strategically coordinated approach to addressing homelessness, including developing regional housing and shelter goals and plans. Each member will report back to their respective governing agencies and consult with people with lived experience, nonprofit organizations, law enforcement, fire departments, and other community-based entities, as relevant. Staff will receive strategic guidance for this implementation work from HSOC, and coordinate with HSOC and its committees on multidisciplinary matters and policy issues.

3. Building from the Homeless Action Committee, **complete a Regional Homelessness Compact** with principles and jurisdiction-specific targets,

overall and for special needs populations, and positive and negative incentives for compliance.

4. Secure **approval of the Regional Homelessness Compact** by all seven cities and the County Board of Supervisors.
5. Establish a **Citizen's Oversight body** to meet once or twice yearly to review progress on implementation steps and outcomes achieved and to provide community feedback to HSOC and the Board of Supervisors.
6. Pursue **reorganization within the County** to consolidate and empower homeless-related staffing, create more stability and predictability in funding and program structure, reduce duplication, allow for more meaningful mid-term and long-term planning, and braid together a significant amount of spending.

**County of San Luis Obispo Board of Supervisors**

**Citizen's Oversight Body**

Community feedback mechanism to inform Board of Supervisors and HSOC up to twice annually

**Homeless Services Oversight Council**

Leads community response to homelessness and plan implementation

**Homeless Action Committee**

Coordination and strategy by staff of county and cities, members gather information from and coordinate with local jurisdictions

## B. Elevate the voice of people experiencing homelessness to reduce stigma and marginalization of the homeless population.

1. **Engage people with lived experience of homelessness** to understand challenges faced by people experiencing homelessness in this community and highlight successes.
2. **Ensure representation** from people of lived experience on all committees or work groups focused on homeless issues.
3. Expand **input from Spanish-speaking population and from all people with limited English proficiency** throughout the homeless system.
4. Hold **quarterly community discussion groups** on homeless issues with content developed in partnership with people of lived experience. Refer insights, requests and recommendations to HSOC committees and the Homeless Action Committee for consideration and action.

**Line of Effort 6:** Build public engagement through information-sharing and partnership.

**Focus:** Sufficiently define the core homelessness issues and communicate the need to the community for these issues to be addressed. Educate and communicate with community members about the strategic plan, outcomes of plan efforts, and specific needs to improve community support for efforts to end and reduce homelessness.

**Metric: Increase funding from the general public by 10% each year.**

**Summary of Timing:**

- **Year 1:** Community education, media plan and "How can I help?" resources
- **Years 2-3**: Establish accessible dashboards to report results to the community
- **Years 4-5:** Enhance community partnerships to strengthen the effectiveness of individual projects and collective efforts to restore people more quickly and securely into housing.

A. Create a community education strategy to inform community leaders and citizens.

1. Develop and maintain a **web-based information-sharing center** about ongoing activities, plans, and structures responding to homelessness locally to improve communications.
2. Develop **community-wide dashboards** to share progress on addressing homelessness and developing affordable housing.
3. **Circulate HSOC result reports** to multiple constituencies. Develop talking points for report to distribute to cities, service providers, etc.
4. Ensure all **communication is accessible** to the full population (such as translations in Spanish, cultural appropriateness, readability, vision or hearing impaired, etc.)
5. Create a **centralized resource to help answer the "How can I help" question** and help link potential volunteers, donors and advocates with established organizations and each other
6. Create an **online resource for individuals and families who are unhoused** to share information about what is happening in the community, and for individuals experiencing homelessness to have a way to share their experiences with HSOC.

7. **Enhance engagement with front-line community groups and volunteers** working with underserved homeless populations to build community ties and trust with the unhoused community.
8. Build community support for creating homelessness funding mechanisms (including both public and private funding).

## B. Create a media plan for communication including professional and social media

1. Hire a **public relations firm** to create media plan to share information about homelessness and the system of care and more effectively engage the community in supportive action, using already-allocated funds.
2. Distribute **shared talking points** to city communications staff.

## Summary of Requested Jurisdictional Commitments

**To support this plan, each jurisdiction will be encouraged to:**

- Participate in Homeless Action Committee and development of Regional Homeless Compact
- Adopt least restrictive interpretation of "low-barrier navigation centers" (based on state zoning requirements) into zoning codes
- Consider waiver of permit fees (or commit permit and/or impact fees to project) for new infrastructure related to homelessness
- Introduce policies and strategies to help accelerate completion of affordable housing projects, both traditional and non-traditional, to meet RHNA targets.
- Consider pooling CDBG funding to speed housing development
- Consider dedicating the year-over-year increase in transient occupancy taxes to supporting housing that is affordable to service sector workers
- Align funding decisions with strategic plan priorities
- Provide funding to:
    - Local support for priority Low-Income/Extremely Low-Income permanent housing projects
    - Outreach services specific to the community
    - Financial and operational support in partnership with other sources for interim housing and shelter projects benefiting the community
    - Explore other revenue generating opportunities to fund strategic plan activities (for example, bond measures, permit fees, etc.)
- Create at least one non-congregate sheltering/interim housing project

**In addition, the County will:**

- Consider reorganization within the County to consolidate and empower homeless-related staffing
- Provide funding to/for:
    - Fill in funding gaps to sustain operations and services
    - Data systems and analytics to leverage state funding and support continued data management
    - Seed money for low-cost housing strategies
    - Grant applications and management support including identifying new grant opportunities
    - Local support for priority funding permanent housing projects considers pooling with the cities
    - Explore other revenue generating opportunities to fund strategic plan activities (for example, bond measures, permit fees, etc.).

## Appendices

## Appendix A: Housing Goal Methodology

# Housing Goal: 2050 additional housing placements over 5 years

### Why 2050?

- Our overall plan goal is to reduce the number of people experiencing homelessness to 50% of the current level within five years. So, if 2100 people are homeless now, we plan to house at least **1050** people homeless countywide before plan completion.
- HMIS data from the past three years shows an average of approximately 200 more people coming into the system of care each year compared to those to exit, so we can estimate that roughly an additional **1000** people will become homeless during the plan implementation period.
- As a result, we plan to house **2050** (1050 + 1000) more people in housing over this 5-year period above and beyond the current level of effort.

| How will 2050 placements be reached? | | | |
|---|---|---|---|
| **Housing/Shelter Approaches** | **Target & Assumptions** | **Supports Needed for Success** | **Oversight** |
| **1. Homelessness Prevention and Diversion** | | | |
| Homelessness prevention and diversion programs both use problem solving techniques, which may include funding (for example, utility arrears, transportation support), services, and support to either prevent or quickly end a household's homelessness. Both efforts work from each households existing relationships and resources to avoid homelessness. | **Target**: **250** additional direct placements (50/year) | • New diversion specialists<br>• Training across system<br>• Funding to sustain current level of homelessness prevention<br>• Data mechanism to track, report diversion | HSOC Services Committee |

| How will 2050 placements be reached? | | | |
|---|---|---|---|
| **Housing/Shelter Approaches** | **Target & Assumptions** | **Supports Needed for Success** | **Oversight** |
| **2. Rapid Rehousing (RRH)/Vouchers** | | | |
| Rapid rehousing (RRH) is a housing intervention that provides financial support, including short to medium term rental assistance, and services to support households to stabilize in housing. The goal is that households will transition in place and take over their full rent payment when they exit the program. | **Target:** House an additional **160** people in existing units through a combination of RRH and new housing vouchers. **Assumptions**: Assume 20% turnover and 1.5 persons per unit. Additional use of this strategy is constrained by the tight housing market. | • Landlord support and liaison(s) <br> • Landlord mitigation and incentive funding <br> • Funding for vouchers and move-in costs <br> • Case management <br> • Behavioral health staffing | HSOC Services Committee |
| **3. Housing NOW** | | | |
| A program of intensive mental health and case management support for high-vulnerability persons with extensive support needs, in master-leased or owned units. | **Target:** House an additional 25 people (5 additional persons per year) **Assumption**: Additional use of this strategy is constrained by the tight housing market. | • Additional master-leased or owned units <br> • Case management <br> • Behavioral health staffing (TMHA) | HSOC Services Committee |
| **4. Non-Congregate Interim Housing & Sheltering Capacity** | | | |
| Interim housing and sheltering capacity can take many forms, including tiny homes, cabins, pallet shelters, safe parking, sober living, and other creative approaches. A mix of "wet, dry and damp" environments will be needed. Case management and diversion techniques will be needed to support households to move to more stable housing, which may include subsidized (for example, rapid rehousing) or supportive housing (for example, permanent supportive housing). | **Target:** Build **300** units within 3 years (90-120-90; roughly 10 sites with average of 30 units per site (range 15-60 units)). With turnover, will shelter **500** people. <br><br> **Assumption**: 25% annual turnover to start. | • Focused effort on permits and construction <br> • Operating oversight with community volunteers and donors <br> • Case management, behavioral health services, and housing-focused services | HSOC Housing Committee |

| How will 2050 placements be reached? | | | |
|---|---|---|---|
| **Housing/Shelter Approaches** | **Target & Assumptions** | **Supports Needed for Success** | **Oversight** |
| **5. Low and Very Low-Income Housing per RHNA** | | | |
| Ensure the construction of deed-restricted housing for low-income (LI) and very low-income (VLI) households, plus ADUs | **Target**: House **500** additional homeless or at-risk people by building 1667 units. (When added to the 500 units of PSH in #6, this equals 1/2 of 10-year RHNA targets countywide). **Assumptions**: 30% yield: 10% homeless set-aside plus another 20% ultimately resulting in someone avoiding homelessness. | • Match unit mix to needs (more 1 BR or studios) • Local matching funds (County and City) • Case management to stabilize people in housing | HSOC Housing Committee |
| **6. Permanent Supportive Housing (PSH)** | | | |
| Permanent supportive housing (PSH) is housing for formerly homeless people with disabilities that is not time-limited and includes services to sustain housing. The plan calls for units to be created in new construction or other structures. | **Target:** Build **500** new units (by year, 50,50,80,160,160). With turnover, house **580** people. **Assumption:** Continuation of current 14% average turnover rate to house 600 people in 5 years. This includes persons with complex health challenges. | • Local matching funds (County and City) • Extensive partnership with healthcare organizations • Case management and behavioral health services required to stabilize housing | HSOC Housing Committee |

# Five-Year Targets by Housing Type

## (accounting for turnover and percentage dedicated to homeless households)
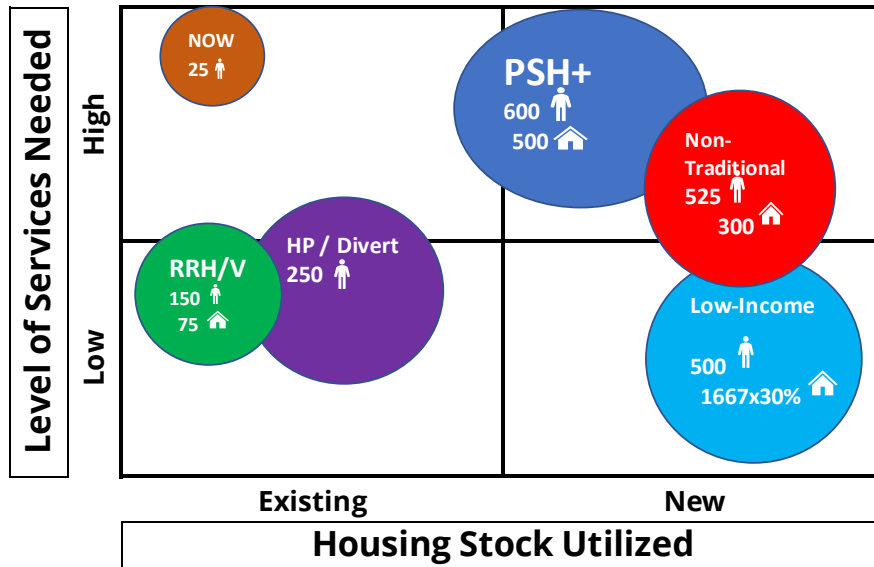


Definitions:

RHNA:

| | |
|---|---|
| PSH+ | Permanent Supportive Housing + options for high-needs persons (for example, nursing home beds) |
| Low Income | Affordable Housing for Low Income and Very Low Income households, including ADUs |
| Non-Traditic | Non-traditional interim housing/shelter options, eg tiny home villages, cabins, sober homes |
| NOW | Housing NOW |
| RRH/V | Rapid Re-Housing and new Vouchers |
| HP/Divert | Homeless Prevention (HP) and Diversion services |

## Appendix B: Regional Housing Need Allocation (2019)

| Jurisdiction | Total Allocation | Very Low 24.6% | Low 15.5% | Moderate 17.9% | Above Moderate 42.0% |
|---|---|---|---|---|---|
| Arroyo Grande | 692 | 170 | 107 | 124 | 291 |
| Atascadero | 843 | 207 | 131 | 151 | 354 |
| Grover Beach | 369 | 91 | 57 | 66 | 155 |
| Morro Bay | 391 | 96 | 60 | 70 | 164 |
| Paso Robles | 1,446 | 356 | 224 | 259 | 607 |
| Pismo Beach | 459 | 113 | 71 | 82 | 193 |
| San Luis Obispo City | 3,354 | 825 | 520 | 603 | 1,406 |
| County of San Luis Obispo (unincorporated) | 3,256 | 801 | 505 | 585 | 1,365 |
| Total for County of San Luis Obispo | 10,810 | 2,660 | 1,675 | 1,940 | 4,535 |

Data Source: Housing Element Implementation and APR Data Dashboard, Regional Housing Needs Allocation (RHNA) Overview for 6th Cycle (12/31/20-12/31/2028) (slide 9), available at: *https://www.hcd.ca.gov/apr-data-dashboard-and-downloads*

## Appendix C: Plan Development

This plan was developed between September 2021 and July 2022. The plan was led by a cross-community steering committee that included:

Anne Robin, County of San Luis Obispo Health Agency
Brenda Mack, Community Member
Elaine Archer, Housing Authority of San Luis Obispo
Janna Nichols, 5Cities Homeless Coalition
John Peters, Grover Beach Police Department
Kelsey Nocket, City of San Luis Obispo
Scott Collins, City of Morro Bay
Susan Funk, Councilmember from City of Atascadero (Chair)

The committee was supported by Laurel Weir and other staff from the County of San Luis Obispo Department of Social Services Homeless Services Unit and Joseph Dzvonik, County of San Luis Obispo. Homebase/The Center for Common Concerns, Inc. provided technical support.

The committee reviewed data analyses from the following sources to inform the plan's creation:
- Homelessness Management Information System (HMIS) data for the period from January 2018 to November 15, 2021
- Survey responses from 170 stakeholders
- Survey responses from 55 providers
- Eight stakeholder interviews
- One provider focus group
- One lived experience focus group
- Data provided or obtained by steering committee members

The committee was unable to review the results of the 2022 Point-in-Time Count and coordinated entry data in the development of this plan. The committee desires additional reliable quantitative data to inform housing and service priorities and allocation, including from the coordinated entry system, which informed the creation of Line of Effort 3.

## Appendix D: Glossary

**Accessory Dwelling Units (ADUs)** are permanent units that exist besides, near, or in conjunction with a larger, pre-existing home.

**At risk of homelessness** is a status given to individuals and their families who have unstable housing and inadequate income and resources.[7]

**Behavioral health** describes the connection between a person's behaviors and the health and well-being of the body and mind.[8]

**Case management** includes assessment, planning, facilitation, care coordination, evaluation and advocacy with people experiencing homelessness. Staff work with individuals and families to address their comprehensive needs to help them exit homelessness and stay housed.

**Chronically Homeless** is when a person has been homeless for at least a year, either 12 months consecutively or over the course of at least 4 separate occasions in the past 3 years. To be chronically homeless, the individual or head of household must also have a disability.

**Coordinated Entry (CE) System** is a system for accessing homeless housing and services that prioritizes the highest need, most vulnerable households in the community and that ensures the housing and supportive services in the system are used as efficiently and effectively as possible.

**Community Development Block Grant (CDBG)** is a flexible program run by HUD that provides communities with resources to address a wide range of unique community development needs.

**Continuum of Care (CoC)** is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule[9] for a defined geographic area. Responsibilities of a CoC include operating the CoC, designating and operating an HMIS, planning for the CoC (including coordinating the implementation of a housing and service system within its geographic area that meets the needs of the individuals and families who experience homelessness there), and designing and implementing the process associated with applying for CoC Program funds.

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[7] See 24 C.F.R. § 576.2 for complete definition of "at risk of homelessness" under the Emergency Solutions Grant Program.

[8] CDC, The Critical Need for a Population Health Approach: Addressing the Nation's Behavioral Health During the COVID-19 Pandemic and Beyond. Available at: https://www.cdc.gov/pcd/issues/2020/20_0261.htm

[9] CoC Interim Rule, https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/

**CoC Program** is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

**Diversion** is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with supportive services and financial assistance to help them return to permanent housing.

**Emergency Shelter** is any facility with overnight sleeping accommodations, the primary purpose of which is to provide temporary shelter for homeless people. Shelter may include year-round emergency shelters, winter and warming shelters, navigation centers and transitional housing. These types of shelter have varying hours, lengths of stay, food service, and support services.

**Flexible funds** have increasingly been permitted and encouraged as an allowable expense by federal, state, and County funders. Flexible funds can be used for a variety of purposes that will result in an immediate solution to a housing crisis. For example, flexible funding can be used to purchase grocery cards, gas cards, certificates or licenses to work, car repair, furniture, pest extermination, storage, essential minor repairs to make living space more habitable, transportation vouchers/passes, costs for birth certificates or other documents, bus or train tickets, moving costs, housing application fees, credit checks, rental deposits, past due rent, one-month rent on new units, utility deposit, and/or utility payments.

**Homeless** is defined by HUD in four categories:

(1) individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who resided in an emergency shelter or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided;

(2) individuals and families who will imminently lose their primary nighttime residence;

(3) unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition; and

(4) individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

**Homeless Management Information System (HMIS)** is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

**Homeless system of care** is another way of describing the Continuum of Care (CoC) and the network of partners who come together to work to support people experiencing homelessness or at risk of homelessness.

**Housing and Urban Development (HUD), U.S. Department of,** is the federal agency responsible for national policy and programs that address housing needs, improve and develop communities, and enforce fair housing laws.

**Housing Choice Vouchers (HCVs), formerly known as the Section 8 program,** are long-term rental subsidies funded by HUD and administered by Public Housing Authorities that can be used to help pay for rent.

**Housing First** is a well-accepted, national, evidenced-based best practice that eliminates barriers to housing, such as sobriety, treatment or service participation requirements, to ensure individuals and families can exit homelessness as quickly and successfully as possible. Supportive services are offered (on a voluntary basis) to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.[10]

**Housing Inventory Count (HIC)** is conducted annually to collect information about how many units of housing in the region are active and reserved for people experiencing homelessness. This includes Emergency Shelter, Transitional Housing, Rapid Re-Housing, and Permanent Supportive Housing. To be included in the HIC count, the units must be reserved for people experiencing homelessness. In addition, to be included on the HIC, any Rapid Re-Housing units must have been actively in use by a particular client on the night of the count – subsidies that are available but are not currently being used to pay rental assistance on a particular apartment are not included in the count.

**Landlord incentive programs** provide education and incentives to landlords to make it more likely they will rent to people experiencing homelessness. They can

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[10] *What Housing First Really Means*, National Alliance to End Homelessness (NAEH).

provide funding to support risk mitigation (compensating landlords if tenants harm their premises) and financial incentives that make landlords more likely to rent to people transitioning out of homelessness.

**Low-barrier shelters** are emergency shelters that have removed most requirements/obstacles for entry into the program so that households are more likely go indoors to connect to services rather than stay on the street. For example, unhoused residents are allowed to bring their pets and possessions, to live with their partners, and do not have to exit the shelter each morning. They are not expected to abstain from using alcohol or other drugs, so long as they do not engage in these activities in common areas of the shelter and are respectful of other residents and staff.

**Motivational Interviewing** is a client-centered, evidence-based approach used by direct service providers working with people experiencing homelessness. It allows individuals to direct their own path toward the change they seek, rather than trying to convince them of what they need to do. The provider builds trust, listens, and then acts as a guide to help the client to identify their own personal next steps.

**Non-congregate shelters** provide overnight sleeping accommodations with individual quarters, such as hotels, motels, and dormitories.

**People with lived experience** are people who have lived through the experience of homelessness and have first-hand knowledge of what it is like to live unsheltered and/or to move through the homeless system of care.

**Point-in-Time (PIT) Count** is an annual process required of CoCs by HUD to count the number of people experiencing homelessness on a single night in January. The PIT count provides a snapshot of data available on the size and characteristics of the homeless population in a CoC over time.

**Permanent Supportive Housing (PSH)** provides long-term housing with intensive supportive services to persons with disabilities. These programs typically target people with extensive experiences of homelessness and multiple vulnerabilities and needs who would not be able to retain housing without significant support.

**Prevention** is a strategy that targets financial resources and supportive services to people who are at imminent risk of homelessness (whereas Diversion usually targets people as they are initially trying to gain entry into shelter).

**Rapid Rehousing (RRH)** provides people experiencing homelessness with rental housing subsidies and tailored supportive services for up to 24 months, with the goal of helping people to transition during that time period to more permanent housing.

**Street outreach** involves multi-disciplinary teams who work on the streets or in encampments to engage with people experiencing homelessness who may be disconnected or alienated from services and supports that are offered at an agency.

**Supportive services** include assistance applying for benefits, mental health and substance use services, outpatient health services, information and referral services, child care, education, life skills training, employment assistance and job training, housing search and counseling services, legal services, outreach services, transportation, food assistance, risk assessment and safety planning (particularly for individuals and families experiencing domestic violence), and case management services such as counseling, finding and coordinating services, and monitoring and evaluating progress in a program.

**Trauma-informed care** is a practice that focuses on understanding and compassion, especially in response to trauma. The practice utilizes tools that empower people to work toward stability. It recognizes a wide range of trauma that can impact people experiencing homelessness; physical, psychological, social, and emotional trauma. It emphasizes the safety of both clients and providers.

# Summary of Public Survey Comments Regarding Draft Plan

**Draft date: July 0, 2022**

## Summary

94 total respondents
- 16 (17%) have experienced homelessness
- 26 (28%) work with youth

- 13 (14%) work in Northern area of the County
- 18 (19%) work in Southern area of the County
- 36 (39%) work in Central area of the County
- 18 (19%) work in the Coastal area of the County
- 26 (28%) are currently unemployed
- 13 (14%) did not answer the question.
- Note: Some people selected multiple regions, hence total equal to greater than respondents.

- 18 (19%) live in Northern area of the County
- 20 (22%) live in Southern area of the County
- 41 (44%) live in Central area of County
- 18 (19%) live in Coastal area of the County
- 0 (0%) live outside the County.
- 12 (13%) respondents did not answer this question.
- Note: Some people selected multiple regions, hence total equal to greater than respondents.

- 29 (31%) identified as community members
- 5 (5%) identified as county or city employees
- 6 (6%) identified as business owner
- 4 (4%) identified as education
- 2 (2%) identified as faith-based organization leader
- 3 (3%) identified as homeless services provider
- 4 (4%) identified as health care provider
- 13 (14%) identified as advocates
- 1 (1%) identified as elected official
- 2 (2%) identified as current or formerly homeless person
- 12 (13%) identified as Other.
  - Other roles specified: nonprofit worker, concerned citizen (x4), business manager, potential volunteer, certified correctional health provider, downtown resident, federal employee/resident, advocate/concerned

member of the community/past city employee; former council member/homeless services board member.

- 13 (14%) did not identify their role.

## Methodology for this Summary

- Where a number of respondents is listed below, it was calculated based on Homebase's interpretation of each respondent's essay question and shared to support the Steering Committee's review. They are not scientific or cross-confirmed, but seemed more helpful than "some" or "multiple".
- Quotes were selected to share in the summary because the represented an idea multiple people shared but stated in a brief way, or because it was a unique substantive idea.
- Except for at the top of each subsection, positive comments were not included in the summary to save Steering Committee review time.

## Overall Plan Comments

- About 32 respondents gave positive comments in the overall section
- About 15 respondents were more concerned about mental illness and substance abuse than housing
- About 5 respondents wanted to see more about protecting public spaces
- About 5 respondents were very concerned about funding (others were too, but that wasn't a primary part of their comments)
- About 7 respondents thought that most homeless people are freeloaders/not from here/lazy/don't want help/etc. and found that the plan didn't address that.

## Suggested Additions (bold text added by Homebase to aid readers):

- Several requests for **more data** about the homeless population, especially unhoused persons.
- "The county **jail need to be a certified health delivery facility** and the connection from the jail to the CHCCC and outside services should be a priority. **Vision care** should be provided to this population with a local optical home to fix and adjust glasses"
- "In providing communication pathways, please include **translation for deaf individuals** who are homeless"
- **Waive fees related to vehicle registration/towing** for people living in their cars to avoid loss of shelter
- Would like to see more **City and State buy in**
- "How about real promises of change like:
  - implementation a **rent cap** based on how much more you can ask from a renter than is property owners own costs. . . .

- o How about creating some policy around requirements for **[Cal Poly] students to live on campus** for a certain amount of years so that the renting market isn't so overwhelmed. . .
  - o Why not create a program around all of the **restaurant/grocery/market food waste** that caters specifically to those struggling with food security.
  - o Also a lot of people get into homelessness because of systemic debt. Maybe the county could look into **capping things like how much you can pay for a parking infraction or even better, criminal tickets** that specifically target the unhoused. ...I think this plan needs to be much more specific about the data we already have as well as the path forward."
- "Expand the **blue bag pilot program** again. It was cheap and effective. Partner with **SLO Bangers** again.  Pay a 'camp host' at these encampments to hopefully get them out of homelessness…"
- "Will there be a budget allocation that would **help current landlords to modernize occupied units with laborers or no-cost energy efficient/climate friendly appliances and smart plugs**. This would help encourage a long term relationship between the governance and private landlords.  Over all the plan does **not address/include the need for specialized protective housing for marginalized sub-groups** such as LGBTQIA+, women, etc."
- ". . . In addition to the measures proposed in The San Luis Obispo Countywide Plan to Address Homelessness 2022-2027, there must be measures included to: > Ensure community members (particularly children) have **safe access to parks** > Prevent **wildfires and environmental impact** (trash, human waste, etc.) in open spaces and river beds that unhoused people are living in    In short, the plan should be revised to ensure safe community access for all residents to areas that unhoused people have been sleeping and camping in, alongside existing proposals. "
- "I would like to suggest you include a "**community volunteer**" component in the plan.  When a homeless person is seeking help and willing to work with Social Services, TMH, etc.  a community volunteer could be assigned to that person. Their job would be to check in with them (maybe once a week) to see how they are doing and if they need help with anything. I think many homeless people get bogged down by the bureaucracy and paperwork. . . "
- ". . . without a clear understanding of the application of new funding and balancing the funding needs of existing programs - coupled with a **lack of baseline data** - this plan seems to be more of a list of ideals.  We encourage SLO County to make large steps to address this wicked problem.  A major positive of this plan is identifying a clear and coherent data system for all services.   However, we are concerned that **without clarity on how this process of revamping existing programs and adding new programs will supplant funding from existing programs that have proven to be needed and effective**.  Moreover, the increased needs of an entirely new department (fiscal, staffing, etc.) are not fully identified. Without that, it is unclear if that is viable within our current funding allocations.  Two critical items are pressing.

One is that **many subpopulations and issues are raised as smaller points, for example, families**. They need a better system to serve their needs. However, there is no mention of that structure or the overall strategic differences between that group and other in-need unique groups (such as TAY and Veterans). Secondly, there is a frequent call for a coordinated system to ensure that the people can get the resources needed to exit homelessness. A need to streamline the allocation of resources, strengthen regional collaborations, and increase the housing navigation capacity in SLO county - **all of the Lines of Effort (LOE) - are addressed by a better functioning Coordinated Entry System - yet that is not lifted as a clear LOE.** It is concerning that these are clear and urgent pain points in our system currently, and they have not been given the focus and attention that is required to alleviate the pain points."

- " . . .**Quarterly community (throughout each Supervisor's district) meetings** needs to be stated in your organization chart, please."
- "1. **More housing with pets** being allowed. We make concessions for families to bring pets to shelters but then they can't find housing that allows pets. . . .. [Note: Several other commenters said pet-friendly housing was key.] 2. Allow **splitting of vouchers**: if the parents of a family split up they will both still need housing. It negatively affects the children if only one parent has stability  3.**Clean Slate Program**: provide assistance for families that have criminal records 4.**Education to private landlords**: create programs to educate landlords that formerly houseless people are not a risk - community agencies can provide support   5.**Offer Credit Reparation** classes and Budgeting  6. Offer a "**Welcome Home" Housecleaning kit** and lessons on how to care for your new space…some individuals have never learned the basics of taking care of a home."
- Add **acronym list (or reduce acronyms usage)**

## Concerns:

Besides the Overall notes above:
- Multiple people noted **NIMBY** will be a large barrier to plan implementation
- One person said the plan does not adequately address **trauma, need references to trauma-informed care.**
- Multiple people noted the plan was **vague** (e.g. "This plan is extremely broad with a lot of room for interpretations and errors that could jeopardize future funding.")
- "I am concerned that **people with lived experience and the business community were not included in the development of the plan**."
- "This does not nothing to curb the population because **you are only trying to help the people who are homeless now, not the people who will become homeless.** There will be another person who becomes homeless to replace the person you helped and you will continually spend more and more. You are curbing the effect of the problem and not addressing the cause."

- "…my concern is the County putting all of their substance use treatment into County DAS, which has a 20% graduation rate and a 5% success rate long term. There NEEDS to be designated harm reduction funding, ideally not housed within Behavioral Health. . . Low barrier services is needed. We have resources. So why don't people access them? It's not because they want to live a degraded life on the street. It's because resources without relationships are useless. **There needs to be a separate program, trauma informed, client centered and harm reduction.** Start it as a pilot program. But our current County treatment programs are not successful.   Prioritize housing and case management and improving People's overall quality of life."
- "It has an overall slant that comes across as **privileged and discompassionate**."
- Multiple people said the plan does not address **right of population at large to public access to public parks** and how that will be addressed
  - In contrast, three or four people found the paragraph about public spaces in the preface off-putting
- Does not address "unchecked immigration and premature release of prisoners"
- Multiple people thought the plan should better address "people who don't want services."
- "What a lot of blah, blah, governmental blah, blah, blah."

## Selected Comments on LOE 1: Housing

- About 15 respondents stated support for this LOE; about 9 respondents disagreed with it.
- About 5 respondents stated strong support for tiny homes (and others stated support in the overall section); but about 3 respondents specifically didn't like tiny homes, because of siting concerns or because they didn't think they were a humane answer.
- 68 respondents gave comments on this LOE.

## Suggested Additions:

- We need **more options**—in location, size, and price—to incentive use of facilities and we need protections against these properties being purchased and then rented at high rates.
- Consider **vehicles and mobile homes** as places as residence.  (Carnival bunkhouses also had a strong proponent.)
- More about **funding**.
- **Include specific locations** that are on the table to be used, for example - all county owned property.  Or require each city to name at least 2 locations.  (Note: multiple people wanted to see more about siting.)
- "Expand outreach/training/support for shared housing/subsidize **ADUs (tiny homes/garage conversion/in-home renovation)**  This could add 50 more

units/year with no new construction.    We easily have over 11,000 "spare rooms" in this county. If only 10% of those were shared housing (1,100) we would reduce the number of people experiencing homelessness and reach the 5 year plan goal by more than 50%."

- "Affordable: Due to the rules around reporting raises in salary within 10 days and then rent being increased, it puts many impoverished people in a position of forced poverty. The individuals cannot save for a home or move out of government housing because all extra money is still going into housing.  Could we create a program where **if a family gets an increase in pay it could go into a fund for them to have as a downpayment** when they leave.   Appropriately designed: I recommend considering affordable housing that includes **multiple small bedrooms so that intergenerational families can have private spaces** for sleeping.  There are a lot of necessary restrictions around who can share rooms based on age and gender so households with one parent, two grandparents and five kids of different ages and genders would need 7 bedrooms (for example) If we could create 7 sleeping pods that would take the space of 4 bedrooms then this would be appropriate."

- "Yes, this is good. But, a quicker way to beef up housing supply is to **ban even one more Airbnb/VRBO until we have enough housing for all that need it**. Yank back our housing inventory from all out of state/country RE investors, hedgefunds, billionaires and corporations in Marriot. We need long term residential homes and too many have been converted to high priced vacay units."

- ". . . .What criteria were used for selecting the beneficiary groups (p.13)? **Consider adding Transitional Age Youth** (those who are not appropriate candidates for host homes) to the list of beneficiary groups in view of the significant impact of homelessness on a youth's future. . ."

- ". . . A right now immediate simple band aid solution combining a bunch of proposed blah, blah, blah let **homeowners with oversight from County be allowed to rent out travel trailers parked in homeowner driveways to homeless with a County issued voucher.** . . "

- ". . . I also think there are a lot of opportunities for the county **to use existing buildings and infrastructure** for the homeless population to use. For instance there are a number of **empty barracks on the property near Cuesta College**.. . "

- "The barriers to affordable and stable housing are cost. **Get real estate professionals to donate time to helping with navigation efforts**. We do not need to bleed our financial resources for these things. Request each real estate broker designate x amount of hours to helping with these things."

- "**STOP landlords from requiring 3x rent in income**! You have to make $100k to qualify for tiny dumpy rentals."

- The **County and cities must provide incentives to build Tiny House Villages**. .. there are no financial incentives for developers to build and manage tiny house villages for people with little or no steady income.  For this reason, the County and its various municipalities must provide mitigating financial incentives to

encourage local developers who specialize in the building and management of low-income housing to take on the construction and operation of the villages. These incentives can include, but not be limited to, expediting and minimizing the costs of zoning and building permits, water, sewer, and electrical connections, in addition to participating in the costs for essential supportive service personnel at each of the villages, including case managers, social workers and behavioral health providers. There are state and federal funds available for these purposes."

## Concerns:

- Multiple people asked about **what "affordable" means** or noted that is a large barrier in this community.  Others were concerned that **homeless people would not be interested in, able to afford and/or maintain affordable housing** (e.g. related to sobriety).

- "… [I] was disappointed by the **failure to address the inhumanity of homelessness**, not just the impacts to the members of our community who have the privilege of being housed."

- "It is unclear how we will create **diversion and prevention** in this LOE - as this LOE is focused on creating Interim Housing and Permanent Housing placements for those who are already homeless and have been underserved.  This seems misplaced as it is not adding more housing stock but will be expanding services for housing stability to prevent homelessness and, as such, appeared to be more aligned with LOE 2.  **Non Traditional housing is much too broad of a term**, and by Section A point 6, it seems that this is another term for interim housing - which does not reduce the number of people experiencing homelessness.  This includes sheltering and housing options without differentiation between the two. Additionally, **Safe parking villages are not a sheltering option** - this is more akin to sanctioned encampments and should not be included as a 'shelter' by definition.  Safe Parking (and Village) is more accurately aligned with an expansion in outreach and engagement as these are not housing placements - they are more of a safe place to stay not to incur tickets/towing.  It is concerning to see the outright endorsement of the replicating safe parking villages given the issues encountered with the initial project.  Adopting more low barrier navigation centers will not help the issue that current low barrier navigation centers encounter.  More often than not, the rules of a PSH provider or the PHA create a barrier to housing.  In SLO, many of these units require tenants to adhere to sober living requirements, allowing for evictions based on substance abuse off the property and mandating treatment programs (mental health & substance abuse) to avoid evictions.  More to the point - **C2 should include a commitment to a quality improvement process of PSH in SLO County**.  In **point D, there needs to be clarity on how the policy on these specific units will be oriented.**  It is concerning that **in C7, the coordinated entry system (CES) is not explicitly discussed**.  The CES system is this tracking and prioritizing system (as required by HUD) for SLO county and has not worked efficiently in the past. However, the development of a duplicative system would be

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counterproductive.  We are in full uncritical support of E as this is an activity we are already undertaking with the City of SLO.  Additionally, F is a proactive approach to addressing the need to expand housing stock."

## Comments on LOE 2: Services

- About 16 respondents supported their support this section, only about 4 were really negative.
- 63 respondents gave comments on this LOE.

## Suggested Additions:

- "**Decriminalize drug use** "
- "On F2, we really need **co-occurring residential treatment centers** that can help our most mentally ill addicted residents. These do not appear to currently exist."
- "More **options for recovery programs**, mentoring and group support."
- "Connect with the **local food bank** and their CALFRESH sign ups"
- Encourage **reunification for youth**
- "This is really where I think there is ample opportunity to create accountability. Even if we can't say what policy will come out of the organization and planning it would be nice to see things other than "provide incentives to landlords". Like how about we say **enact policy to hold any landlords/businesses/organizations accountable for unecessarily causing obstacles or perpetuating issues. I personally would like to see the "efforts to reduce the barriers to housing stability" placed squarely on the shoulders of those who create the barriers**."
- "**Focus on cases in Child Welfare**, where housing stability is a major barrier to keeping families together. Build on efforts begun prior to the current DSS leadership to purchase and dedicate housing to these families."
- "**County wide case management task force** is needed, collaborating with County, nonprofits and grassroots organizations.    Training in Harm Reduction for all case managers, law enforcement, etc.    Rental assistance and utility assistance programs expanded."
- Several people spoke up for rent control.
- "One of the reasons people find themselves homeless is because they have a medical crisis that drains their funds. To my knowledge we do not have **a free clinic here for those who need Urgent Care type medical care**. Another reason is unexpected vehicle repairs. Could there be a **legion of auto repair companies who volunteer to repair one car per month in exchange for tax credits** from the County (or another incentive)? Another unexpected expense that can send people into homelessness is loss of job or death of a primary breadwinner. If the County could have these **individuals who want to work do work at volunteer organizations such as the food bank or labor at**

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**companies who need laborers temporarily in exchange for housing vouchers, food, medicine, etc**. to tide them over, it might help bridge a gap. If there are **volunteers to help with resume-writing, job coaching, interview skills, that could also help during the transition**."

- Two people suggested providing storage lockers to allow people to work or go to school
- ". . .**Obtain experienced, knowledgeable interpreters for the various Mixteco languages** spoken in SLO County. . .Targeting **program services to address the specific needs of subpopulations** is necessary for achieving positive results, especially rendering these services in a culturally appropriate way. (p.20) A **Regional Homeless Operations Center** would offer an environment which is not available currently from any of the homeless service providers. . . . **[C]onsider increasing the number of trained and experienced persons (such as those who have taken the SOAR training) to assist with the completion of disability benefit application**s and to act as an advocate during the appeals process if the initial application is denied . . ."
- **Mandatory mental health treatment**. 5150 releases too soon.

## Concerns:

- "**What does that really mean?** Does it mean to reduce standards or fast track some processes?"
- "[F]rom the perspective of a case manager working directly with the unhoused community, and I know this opinion is shared by my counterparts- **increasing housing navigation/ case management is useless, if there are not an adequate housing supply** to connect the clients with."
- "There is not currently an explicit mention for the inclusion of unhoused individuals or those with lived experience of being unsheltered being engaged in this LOE. **Not including those with lived experience on the matter in terms of education or services has the risk of continuing/upholding current classist policies that foster homelessness in the area** to begin with."
- "It is unclear how the metrics of success were determined - are these based on historical numbers, or are these estimated based on the most recent PIT? To standardize pay across homeless services providers  - would require a herculean push to increase funding to all providers and an agreement of titles of various jobs and responsibilities.  This seems to be a great goal but unachievable given the diversity of funding allocated to each non-profit and the various missions/areas of work for each non-profit.  In this LOE, CES is often treated as a program alongside outreach and housing navigation - this is inaccurate.  CES is the system that will provide oversight to the functions (programs) within homeless services (outreach, engagement, interim housing, housing navigation, housing stabilization, and PSH). . . "
- "While I greatly appreciate the creative solutions to immediate housing needs, I see **NOTHING in the plan that addresses what the city will do regarding those who do not want any services**. Folks sleeping in open spaces,

downtown doorways, Mission plaza, and similar. Will we continue to allow sleeping, massive amounts of personal belongings (full shopping carts, etc.) in public areas that should be available to and enjoyable for all?!"

- "Again, the complete failure to recognize contributing factors is unbelievable. You **cannot continue to just throw resources at a problem** for which resources alone have been completely unsuccessful to this point. You have to have expectations of these individuals they have to have buy in and have an investment in their own well-being."
- "You state there were 20 openings seeking employees, but do they pay a **living wage**? One family member had been seeking paying work in her field (social work, mental health care) but has found few to no jobs that pay living wage."

## Comments on LOE 3: Data

- About 11 respondents supported this section; about 6 did not support this section.
- About 4 do not think data can be trustworthy
- About 5 think this LOE is a waste of resources.
- 46 respondents gave comments on this LOE.

## Suggested Additions:

- Two people said all data management should be in support of **privacy, tenant protections and stability** (worries about criminal justice system accession homeless data).
- Another person worried that including police in referral process would **exclude undocumented unhoused community members**. "I urge the housing committee to **explicitly remove Police from being at all involved in the response to unhoused community members**, especially as it relates to an individual's private data. Per the After Action Report of the June 1, 2020 protest, we know that SLO community members have little trust in the local police force and their questionable history of serving BIPOC communities. We can show the SLO Community that we learn from our mistakes by no longer committing SLO police to actions where they are unqualified and ill prepared. Additionally, individuals should have a right to privacy and the opportunity to opt-out of data sharing without hindering or limiting their access to services."
- "County needs a **streamlined data system to follow County agencies like Sheriffs Probation and Behavioral Health**. Need to find a **workaround for HIPAA**. Would like Data to be housed independently like in Admin Office or contracted to a separate agency. . . "
- "Data from the **CenCal and County Jail need to be available to health care navigators**"
- "Focus should include to **drive improvements in "providing personalized support for individuals and families" as well as to the homeless system**.

Timing: Establishment of analytics and systematic reporting should also occur in Year 1.    Section A:  There should be a needs assessment step prior to developing software. This should include assessing data that organizations currently utilize as well as additional information that would promote individualized support, as well as identifying HMIS outputs (such as a Personalized Support Plan page).        Section B: Expand access and usage of data - These items need to be better organized   •      The first item should be to conduct training with all participating agencies and solicit feedback (this could replace item 3)   •      Item 1 to monitor participation to ensure compliance should be removed or reworded to convey a partnership with HMIS participating agencies   •   Items 2 and 5 should be combined "

- "Participation in **HMIS must be a condition for any Non-Profit or governmental agency to receive funding**."
- "I think the employment of former homeless people . . . would be more successful.  The homeless community is VERY close knit (*sic*). They've learned not to trust anyone. But they trust each other. You'll get a better showing if they trust the person they are working with. And for God's sake follow through with any promises you make."

## Concerns:

- About 5 respondents didn't understand this section and one asked that it be put in plain English.
- "Only allocating **one year for adopting a singular database is unrealistic given the complexity of merging multiple data systems**.  This process is often a multi-year process as there are data privacy requirements that cannot be ignored in the process of combining databases and enrolling individuals and providers into a new database.  Subsection A is a process already underway.  CES should include general community members and libraries, churches, etc.… These referral pathways can and should be 'one way to the appropriate homeless services provider.  Subsection B points 8 and 9 are concerning as these are data integrations that move beyond homeless services providers. **Providing HMIS information to medical and justice systems should be done carefully**."

## Comments on LOE 4: Funding

- About 9 respondents supported this section; about 5 did not support this section.
- About 9 respondents were primarily concerned about accountability.
  - "Accountability is governments biggest issue. Good programs are unsuccessful because of trailer pet projects that impacts the root solution of the support effort. Publish monthly financial (P&L) reports where the money is going and include successes and corrective action plans for plan that not promising. . ."

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- About 4 respondents wanted to see a lot more detail re budget/sources of funding.
  - ○ "This line is too vague. The weakest part of the proposal is exactly that: resources and funding. Please estimate how much $$ is needed before speaking of identification and streamlining. Also is it one-time $$ or perpetuals $$ per year per person? Is it less or more than 40k per person per year?"
- 53 respondents gave comments on this LOE.

## Suggested Additions:

- "Continued work with **CenCal** is important and having clear priorities for grant funding seems to be crucial to success."
- Involve the **Community Foundation** to help with grants
- **County Business Department** should have role
- **Share information with the** community about use of funding (also one comment supported but said strong PR would be needed).
- **Diversify funds**—fund small nonprofits not just CAPSLO
- Two people are concerned about giving money to "criminals"

## Concerns:

- Need for **accountability** & fraud prevention
- Desire for **lack of bureaucracy**
- "Does the community as a whole support funding? **I'm surprised how little the community supports its nonprofits trying to provide essential services**. Is that because it is so expensive to live here that there is little leftover to give to the community?"
- "How can you determine funding needs when you have not even determined the magnitude of the problem?"
- "My understanding is that the HSOC currently reviews grants and funding resources from the federal and state level. How is this different? Is there an expectation that this plan will result in an additional foundation or support network?"
- "Steering all new funding and existing funding to non-congregate sheltering options will hobble existing approaches that are often at full capacity and meet the needs to stabilize individuals in IH. . ."

## LOE 5: Regional Collaboration

- About 23 respondents supported this section; about 2 did not support this section.
  - ○ "I'm a former homeless woman and I promise you this will work."
- 46 respondents gave comments on this LOE

## Suggested Additions:

- "I urge the housing committee to include "**engaging with individuals with lived experience" on every LOE for this action plan**. Their expertise needs to be more than collaborative, it needs to be prioritized."
- **Include law enforcement**
- **Include private property owners**
- "On p. 33 Summary of Timing - Year 1: Community education, media plan and "How can I help?" resources.  Do this by encouraging home sharing thru outreach, training, and motivating and educating people in our community who are "over housed" about the benefits of home sharing.   P. 34   Hire a Public Relations firm to inspire a community effort.  WE CAN DO THIS....in less than 5 years."

## Concerns:

- Multiple people worried about Cities not engaging
- A few people mentioned the State
- ". .. . the metric and the implementation causes major concern.  It is unclear on **why an additional committee is needed for the oversight of the plan as this committee does not exist within the HSOC structures** or includes any of the providers who are being tasked with the delivery of all services, collection of all the data to inform city and county officials, and does not clearly define what stakeholders would be tasked with oversight.  Moreover, the lack of integration with existing systems that are required by HUD, the CoC, and HSOC poses a potential fatal flaw in this LOE.    The purpose of the formation of the HAC is, in theory (along with the citizen's oversight body), to provide clarity and feedback t the implementation of this plan and the overall progress on the goal to reduce homelessness in SLO.  However, without these committees being cemented into the HSOC structure (via additional subcommittees), it could continue the existing problem that homeless services face - unclear leadership and accountability structures.  Homelessness exists and persists because of the failure of existing systems and overly byzantine processes; It is concerning to see that while we are endeavoring to create a department that can fully represent the needs and support the activities of homeless services providers, we continue to fail to properly elevate the authority of HSOC to provide clear and coherent oversight on this system."

## LOE 6: Public Engagement

- About 13 respondents supported this section ("most important section of the plan"); about 3 did not support this section (concerned about wasting money).
- 41 respondents gave comments on this LOE

## Suggested Additions:

- "Many stable retired people would like the **chance to help, donate time, money, clothes, food, but we never hear of the individual who is at risk**. We can only donate to 5 Cities directly. Let the news feature an individual case now and then and money and help will come pouring in."
- Get local **radio, television, & newspapers** to donate advertisement for volunteer labor, materials, financial donations, and whatever is needed.
- **Medical and dental offices** could help.
- **"Transparency, annual reports with demographics and results. Transparency is needed not just with successes but gaps as well."**
- Add **social media outreach.**
- "The **public needs to be clear on how to help the homeless**—especially ones behaving erratically. I was at the park with my child and a man waved a knife at us. I know he was mentally ill and I wanted to help but it was terrifying and I resorted to calling the police because I didn't know what else to do. These people don't need police though—they need mental support and services."
- **Churches and large employers** would be a good resource.
- "I would like to see a program that discourages cash given to panhandling that makes the downtown area unattractive and not as safe as it used to be. We should **market a program to get our visitors to donate directly to fund these projects** vs. giving to an individual that may support addiction, etc."

## Concerns:

- It is unclear on how this online resource would work (A6) as this could require disclosures and ROIs that are not being mentioned here in this document
- "You get people like me, who I think to be in the majority, involved, you would get many more suggestions for using the stick rather than the carrot"
- "You are creating too many fund expenses. Money for apartments."

## Non-Survey Feedback

Please see below for comments that were submitted outside of the survey format by the SLO Chamber of Commerce and by Yael Korin/Paul Hershfield.

![San Luis Obispo Chamber of Commerce logo]

June 30, 2022

Dear Chair Funk and the Steering Committee of The San Luis Obispo Countywide Plan to Address Homelessness,

I am writing to you today to share the SLO Chamber of Commerce's support of your proposed plan and ask that a few items be considered for clarification.

We have so appreciated your team's work over the past year to develop a regional strategy and are excited to see the doubling down on a countywide approach to addressing both the causes and ramifications of homelessness, the prioritization of data, as well as simultaneous action while the planning is underway. We were particularly heartened to see the prioritization of building more roofs of all kinds - shelter, temporary housing and permanent supportive housing - as well as the dedication of resources to long term solutions rather than just responding to symptoms.

As you review the final draft, we would like to see additional detail and prioritization of:
- Identifying a more predictable, long term source of funding for very low income and permanent supportive housing.
- Streamlining and bolstering awareness of services to unhoused community members, as well as other residents and businesses in our County.
- Increasing the visibility of homelessness funding sources and spending by asking every participating municipality to specify how much and where local dollars are being spent to address homelessness.
- Increasing resources for dedicated social workers and mental health practitioners.

The Chamber is not a service provider but we are so impressed with people who are doing work on the ground, day in and day out. The policies and priorities we are advocating for are ways to amplify and support their work - to address roadblocks that make things more challenging - not to undermine or criticize the work that is currently being done.

One of our volunteers said best - our economic vision, Imagine SLO, is rooted in the idea that human issues are business issues. People without homes are not separate from us, they are our neighbors, they are part of our community, and we are charged with being part of the solution.

Thank you for your consideration.

Sincerely,

Jim Dantona
President/CEO | San Luis Obispo Chamber of Commerce

Hello,

Below please find our comments to the 5 year County plan to address homelessness.  We also attached it as a Word document. Thank you very much for working so diligently on this plan.  It has many good components in it. The plan is mostly based, and justifiably so, on collaborative relationships between the County and other municipalities, and private and non-profit groups and organizations within the County.  Our comments and concerns stem from the realization that this comprehensive plan will not be realized if these relationships do not materialize due to lack of incentives for the private and non-profit sector to step up and get involved in building the Tiny House Villages and affordable very low income housing.  Also, based on our experience working with the unhoused residents of the Oklahoma site and elsewhere, we are concerned with the lack of commitment and understanding of the service providers, and complete absence of clear vision and understanding of a true recovery program.  This, combined with the fact that there is no way to truly hold the service providers accountable for results stemming from public fundings of their services, has provided very poor performance and practically no positive outcomes for the unhoused population.

**Comments for the 5 years County Plan to address homelessness**

From: Yael Korin and Paul Hershfield

**1.    The importance of the Tiny House VIlages as permanent transitional facilities:**

Given the complete lack of truly affordable housing available for our unhoused residents with extremely low or practically no income, tiny house villages must be developed as permanent transitional facilities. Even if housing becomes available, it is unlikely that supply will ever catch up with need. Houselessness will continue to grow. The County must be committed to creating a sustainable solution, not more temporary pilot projects.Traditionally built tiny houses are less expensive than pallet shelters. After 10 years the pallet shelters end up in a landfill. As practiced in many villages, once materials have been purchased the actual construction can be done by community volunteers, including future residents. This approach not only saves money, but it also fosters a partnership between the community and the residents and helps to create a sense of ownership for the residents. This assures that the funding is spent helping those in need instead of extracting profit for builders and contractors.
A Community Advisory Council (CAC) of nearby neighbors, local businesses, and other community stakeholders should be created to provide community oversight, input, and support to foster a successful village program and site.

**2.    The County and cities must provide incentives to build Tiny House Villages:**

The Plan includes 300 tiny houses to be built through the creation of up to ten tiny house villages.  This is the best way to house unhoused people in a very short time and

for much less cost than even very-low-income affordable apartments. However, there are no financial incentives for developers to build and manage tiny house villages for people with little or no steady income.  For this reason, the County and its various municipalities must provide mitigating financial incentives to encourage local developers who specialize in the building and management of low-income housing to take on the construction and operation of the villages. These incentives can include, but not be limited to, expediting and minimizing the costs of zoning and building permits, water, sewer, and electrical connections, in addition to participating in the costs for essential supportive service personnel at each of the villages, including case managers, social workers and behavioral health providers. There are state and federal funds available for these purposes.

**3.     Urgent need for a comprehensive supportive program with defined recovery targets:**

A recovery program needs to be defined with very clear target for success. From the relationships we have developed with many members of the unhoused community, we have learned that a successful program of recovery requires committed social services program, built on mutual trust. A top-down, hierarchical dynamic, as currently practiced by the large social service agencies and nonprofit service providers in our county, does not work. Success for any one person cannot be defined by a caseworker or County official. There is not a one-size-fits-all solution for our unhoused neighbors.


Sincerely,

Yael Korin and Paul Hershfield

310-387-0547 and 310-918-0861

**Community Development**

919 Palm Street, San Luis Obispo, CA 93401-3249
805.781.7170
slocity.org

June 30, 2022                    Sent via email to JDzvonik@co.slo.ca.us

Joe Dzvonik, Homeless Manager/Principal Administrative Analyst
County Government Center, Room 206
San Luis Obispo, CA 93408

**SUBJECT:   Comments Regarding Draft Countywide Strategic Plan to Address
              Homelessness**

Dear Joe Dzvonik:

Thanks to you, Supervisor Dawn Ortiz-Legg, City of Atascadero Council Member Susan
Funk, and Acting County Administrative Officer Rebecca Campbell for presenting the
draft Countywide Strategic Plan to Address Homelessness (Draft Countywide Plan) at the
June 21, 2022 San Luis Obispo City Council meeting.

Reducing and preventing chronic homelessness in San Luis Obispo is one of the City's
major goals and City staff applauds the County's leadership in establishing **strategic
coordination across the region to reduce homelessness by 50%** of the current level
over the next five years. The diverse representation of stakeholders that presented and
provided public comment during this City Council meeting demonstrated a unified
commitment to addressing the complex and critical local issues related to homelessness.

Based upon the presentation of the Draft Countywide Plan and public comment on June
21, 2022, City staff identified considerable support for several key components of the
Draft Countywide Plan.  Some specific areas of support include:

1.  *Strengthening Regional Collaboration* - County leadership to create regional,
    coordinated response to homelessness.

2.  *Action Committee* - Incorporation of an Action Committee that engages a
    representative from each city to focus specifically on homelessness issues and
    collaborative efforts.

3.  *Interim shelter/housing village at 885 Oklahoma Ave. and support offices* – Action
    and prioritization to develop a tiny home village at 885 Oklahoma Ave and convert
    the existing building (former animal shelter) into offices.

Comments Regarding Draft Countywide Strategic Plan to Address Homelessness

**It is recommended that the components listed above remain prioritized in the Draft Countywide Plan.**

Additionally, upon the presentation of the Draft Countywide Plan and public comment on June 21, 2022, City staff identified some areas where clarification or further program prioritization is recommended. We recommend:

1. *Workforce Incentives* - Retaining qualified mental/behavioral health and case management staff is critical to the success of outreach efforts, which rely heavily on establishing personal relationships and in-depth knowledge of local systems. In recognition of trends in nationwide staffing shortages, compounded by the difficulty of work in homeless services and mental/behavioral health, **it is recommended that targeted workforce incentives (increased wages, affordable housing, etc.) are incorporated into the countywide strategy.**

2. *Expanded Resources/Funding* – To highlight what is working and to understand what more is needed to achieve our regional goals, **it is recommended that the Draft Countywide Plan differentiate between existing programs, areas of expansion, and newly proposed programs under Line of Effort 4.**

   o Allocate funds for additional outreach workers and staff to reduce the number of public safety responsibilities related to non-emergency/public safety calls.
   o Allocate funds for social, mental health, alcohol and drug services, and rapid response services for 24/7 responses.
   o Elaborate and expand resource opportunities for interdisciplinary case management and partnering with criminal justice partners in Line of Effort 2, including exploration of a homeless court as a tool to address the most program resistant. Partnering with courts and criminal justice partners provide opportunities to compel participation in root cause programs that address substance abuse, and mental and physical health concerns underlying homelessness in the program resistant portion of this population. This is particularly prudent given that this would directly address the adverse community impacts and associated taxpayer costs with revolving door criminal and medical service response.
   o Clarify expansion of drug/alcohol additions support services.
   o Allocate funds to add beds at the County Psychiatric Health Facility and the Crisis Stabilization Unit.
   o Identify and incorporate short-term funding opportunities from the state and federal government as well as ongoing funding opportunities.

3. *Outreach: Family Reunification* - Outreach is well-prioritized in the Draft Countywide Plan in Line of Effort 2. As outreach is recognized as one of the most important elements of service provision, and one of the most sustainable and cost-effective means of addressing homelessness, **it is recommended that the**

**County identify regional actions and resources that focus on and can be dedicated to family reunification efforts in Line of Effort 2.**

4. *Volunteer and Grassroots Community Engagement* - It is recognized that grassroots entities (local activists, churches, student groups, etc.) are effective in providing services to individuals who may be skeptical of traditional institutions. **It is recommended that volunteer and diverse community engagement is specified and tied to the governance strategies of the Action Committee.**

5. *Data* - The regional plan needs to provide that data applications, including those used in outreach and coordinated entry, are developed so that they can be shared across multiple agencies within legal parameters so that all agencies may input and draw from a single regional data base. The plan should also incorporate and adjust strategies as appropriate based on the 2022 Point in Time (PIT) count. To meet the objective of increasing access to and streamlining HMIS, **it is recommended that the Draft Countywide Plan clarifies how local data systems will be improved, regionally integrated or replicable, and streamlined throughout the County.**

6. *Metrics and Monitoring* – Metrics and summary of timing is indicated for each line of effort.  Less clear is how or where metrics are monitored and reported out to determine effectiveness. The Line of Effort 6 should include periodic reporting and explicitly indicate a process for annual review and updates to the strategy that are likely to be made to adapt to changing circumstances and to adjust what is not working and to enhance, expand what is working and to introduce new ideas or concepts that have not been tested. **It is recommended that a monitoring and reporting component be included in Line of Effort 6.**

Finally, staff has identified additional questions and structural formatting opportunities for improved clarity and readability of the Draft Countywide Plan.

1. **It is recommended that the preface be redrafted** to both acknowledge the challenge(s) and provide a vision and hope that we can, will make and have to make progress as a region.

2. **It is recommended that the executive summary describe how the document is organized and the identify the exact number of strategies or action steps included.**  Perhaps list these in a table in an appendix.  They seem to get lost in the document.

   o  Include a table of contents.
   o  Develop a numbering or index system for recommendations and avoid the use of bullet points.
   o  Be selective and intentional on the use of photos. What is the purpose and what are we trying to relay in terms of messaging?  The photo of the train station is an example.
   o  The report identifies deferring or waiving fees as a barrier. Why?

       o  Why are year-over-year transient occupancy tax increases identified as a funding source for affordable housing?  What other options were considered?

       o  Clarify structural roles between Citizen's Oversight Body, HSOC and HAC.

       o  Identify and consolidate communication items into Line of Effort 6.

       o  The report seems to suggest that policies and strategies are not aligned to meet Regional Housing Needs Allocation (RHNA) goals and should acknowledge potential conflicts in priorities for various county jurisdictions given the State Department of Housing and Community Development (HCD) is responsible for reviewing Housing Elements to ensure that policies and actions do in fact push towards meeting housing production or RHNA targets.

**It is recommended that the County and HSOC consider modifying the element to include the above identified components.**

We appreciate the County's focus on gathering feedback from a wide range of audiences including each city council in the county.  The City advocates for as much diverse feedback as possible with inclusion of those with lived experience.  The City acknowledges the hard work ahead and applauds the County's strategy and "whole-of-community" effort.

We look forward to continued and sustained collaboration to implement the proposed Countywide Plan.  Kelsey Nocket is privileged to serve on the steering committee for the Draft Countywide Plan and remains available to further support this effort.  I can also be contacted by phone at 805-783-7840, or by e-mail: tmcclish@slocity.org.

Sincerely,

Teresa McClish,
Housing Policy and Programs Manager
City of San Luis Obispo, Community Development Department

CC:    San Luis Obispo City Council
       Wade Horton, CAO
       City Steering Committee for Homelessness Response:
            Derek Johnson, City Manager
            Shelly Stanwyck, Assistant City Manager, Community Services
            Christine Dietrick, City Attorney
            Michael Codron, Director of Community Development
            Matt Horn, Director of Public Works
            Greg Avakian, Director of Parks and Recreation
            Rick Scott, Police Chief
            Keith Aggson, Fire Chief
            Teresa McClish, Housing Policy and Programs Manager

**Homeless Services Oversight Council**
**Full Meeting – July 20 2022**
**Committee Updates**

Housing Committee – June 7

- Strategic Plan to End Homelessness – County staff provided an update on the steering committee's progress on the draft plan. The Housing Committee discussed the housing that will need to be added to the plan to meet its outcomes, including Permanent Supportive Housing, alternative housing models, interim housing and affordable units. The Committee provided feedback on what will be needed to meet RHNA (Regional Housing Needs Allocation) goals. One challenge addressed was the different regulations set up by different jurisdictions within the county. The Committee agreed to bring its next meeting forward by a week so there will be another chance to discuss the draft strategic plan before the full HSOC votes on it.
- San Luis Obispo County Housing Needs Report – the committee discussed the data in this report from California Housing Partnership, and recommended convening a group with expertise to look closer at RHNA numbers.
- Federal and State Grants – County staff provided updates on the annual Continuum of Care grant, for which the NOFA (Notice of Funding Availability) is expected imminently, and plans for local applications for HHAP Rounds 2 and 3, which will be combined into one Request for Proposals (RFP).
- Housing Developers – HASLO (Housing Authority of San Luis Obispo) shared that they are waiting on approval from the City of Pismo Beach for a new construction project of 29 units for very low and extremely low income seniors.

Services Coordinating Committee – June 13

- Tiny House Villages – County staff provided an update on the proposed tiny house village at the DSS building on South Higuera Street. Other sites are now being considered.
- COVID-19 Contingency Planning – the committee discussed recent outbreaks at shelters and how to deal with future outbreaks in congregate environments. County staff and CAPSLO are working on a plan and will report back at a future meeting.

Finance & Data Committee – June 28

- Strategic Plan – the committee discussed and gave feedback on the draft plan, which has been reported to the Steering Committee. Feedback included the need to manage privacy concerns when sharing data between agencies.
- Data Maturity Assessment Tool – County staff reported that progress is being made on the goal of having all CoC projects being entered into HMIS.
- Homeless Management Information System (HMIS) – the committee discussed the challenges in auto exiting clients from Street Outreach programs. County staff will look into best practices and

report back. County staff reported on improvements in local data quality and upcoming funding reports.

- Continuum of Care (CoC) Program Competition – County staff reported on SLO County CoC's high score in the FY2021 program competition, and steps being taken to improve on this score next time. County staff reported on a supplemental NOFO (Notice of Funding Opportunity) to address unsheltered rural homelessness. County staff reported that a remote monitoring of one of the County's CoC projects will take place in late July-early August.

Housing Committee – June 28

- Strategic Plan – the committee discussed and gave feedback on the draft plan, which has been reported to the Steering Committee. Feedback included the need to map the plan's unit goals to RHNA (Regional Housing Needs Allocation) numbers, the need for recovery programs along with housing, and the importance of including people with lived experience in the Citizens Commission.
- Federal and State Grants – County staff reported on a supplemental NOFO (Notice of Funding Opportunity) to address unsheltered rural homelessness, and provided an update on HHAP Rounds 2 and 3.
- Housing Developers Roundtable – HASLO and SmartShare Housing Solutions shared information on new building projects in SLO City.

Services Coordinating Committee – June 29

- Strategic Plan – the committee discussed and gave feedback on the draft plan, which has been reported to the Steering Committee. Feedback included the importance of including LGBTQ+ people and other subpopulations in the plan, as well as emergency youth shelters and standardized training.