

## Strategic Plan

### SP-05 Overview

#### Strategic Plan Overview

The Urban County of San Luis Obispo conducted a “Needs Assessment” survey, held several public workshops, and attended various advisory groups to collect information on the needs and issues facing low income populations. The extensive public outreach process culminated in the identification and prioritization of needs. The strategies outlined below for this Consolidated Plan are to address the priority needs. The top priorities include providing affordable rental housing for very low, low, and moderate income and providing services to the homeless population. The Urban County’s strategy is to invest future CDBG, HOME, and ESG funds in projects that result in the production of affordable rental housing as well as projects and services benefiting the homeless population. The following strategies are reviewed and considered as the Urban County of San Luis Obispo receives and allocates federal funds over the next five years.

Vision: The County of San Luis Obispo’s vision is to provide both a “livable community” and a “prosperous community”. As a “livable community”, the County will strive to keep a high quality of life by carefully managing growth, protecting our natural resources, promoting lifelong learning, and creating an environment that encourages respect for all people. The “prosperous community” vision guides the County to keep the economy strong and vital and assure that all share in this economic prosperity.

Mission: The County of San Luis Obispo’s mission is to serve the community with pride to enhance the economic, environmental and social quality of life.

Needs: 1) Build a prosperous community by integrating community and housing development investments with affordable housing opportunities for low income families; 2) Build the institutional capacity to effectively coordinate and collaborate in addressing and preventing homelessness.

#### Strategic Directions:

- Support affordable housing projects that provide wide range of rental housing types for low and very low income households.
- Support programs and services targeting homelessness and homeless prevention.
- Build needed community infrastructure in low income neighborhoods to improve quality of living.
- Promote economic development by financially supporting training and technical assistance to small business owners.

The Urban County developed specific goals and desired outcomes that define how it will use federal funds to further its strategic objectives.

## **SP-10 Geographic Priorities**

### **Geographic Area**

1. Area Name: Not applicable

Area Type: Not applicable

Identify the neighborhood boundaries for this target area: Not applicable

Include specific housing and commercial characteristics of this target area: Not applicable

How did your consultation and citizen participation process help you to identify this neighborhood as a target area? Not Applicable

Identify the needs in this target area: Not applicable

What are the opportunities for improvement in this target area? Not applicable

Are there barriers to improvement in this target area? Not applicable

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

The strategies developed for this Consolidated Plan is based on comments and inputs received through the public participation process. Most general public members, the nonprofits, and advisory groups consulted pointed out the need for affordable housing, health care, and case management services for the homeless population and seniors. Therefore, this plan uses a homeless-based strategy to address homeless related needs. The Urban County does not designate specific geographic areas to invest CDBG, HOME, and ESG funds. Furthermore, the Urban County of San Luis Obispo issues Request for Proposal to solicit applications from the nonprofits and participating cities for federal CDBG, HOME, and ESG funds. The Urban County reviews each application based on the data collected from the public participation process and the Board approved rating criteria. The review and ranking process guides the Urban County to select projects for funding that best meet the top priority needs.

## SP-25 Priority Needs

### Priority Needs

Priority Need Name	Priority Level	Population	Goals Addressing
Increase availability of affordable and decent housing for very-low, low- and moderate-income persons and families	High	very-low, low and moderate income, seniors, persons with severe mental illness, homeless persons, frail elderly, victims of domestic violence, disabled veterans, foster youth	Preserve and maintain existing affordable housing,  Create housing opportunities for residents,  Reduce and end homelessness
Provide needed emergency shelter facilities and related services	High	Very-low, and low income persons with severe mental illness, homeless persons, frail elderly, victims of domestic violence, disabled veterans	Reduce and end homelessness,  Outreach and connect to homeless on the streets and provide emergency shelters and services
Provide decent affordable housing and supportive services for homeless people and those at risk of becoming homeless	High	Very-low, and low income persons with severe mental illness, homeless persons, frail elderly, victims of domestic violence, disabled veterans	Reduce and end homelessness,  Outreach and connect to homeless on the streets and provide emergency shelters and services
Revitalize the neighborhoods through street and public facilities improvements	High	Very-low, low and moderate income persons	Stabilize and revitalize diverse neighborhoods
Provide social services to homeless persons and low income families	High	Very-low, low and moderate income, seniors, persons with severe mental illness, homeless persons, frail elderly, victims of domestic violence, disabled veterans,	Reduce and end homelessness,  Create suitable living environment through public services
Provide training and business assistance to businesses	Low	Low and moderate income persons	Improve educational and job readiness
Provide administration and planning	Low	Not Applicable	General Administration

## **Narrative (Optional)**

The Urban County of San Luis Obispo developed strategies for addressing housing and community development needs by collecting input from the community, consulting with participating jurisdictions, non-profit agencies and service providers and conducting a community survey. This strategy consists of input from various sources (residents, community stakeholders, service providers, participating city and county staff, and elected officials) to help the Urban County establish the priority needs.

As described in the Housing Needs Assessment and Market Analysis sections, most low income residents need suitable, decent, and affordable housing. In addition to affordable housing, there is a great need for services and support for homeless individuals and families. Finally, improved community facilities and job creation are needs that were identified through the community “needs assessment” survey.

## SP-30 Influence of Market Conditions

### Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	TBRA is the quickest way to provide rental affordable housing to those in need. This program partners with rental housing owners who have vacancies that can be used by voucher holders. As the Needs Assessment and Market Analysis have shown, extremely low to moderate income households are cost-burdened and overcrowded and eligible for TBRA if sufficient resources existed. The challenge is that the use of TBRA is completely dependent on landlords' willingness to participate in a contractual relationship with the Housing Authority and the willingness to accept tenant-based rental assistance and responsibilities.
TBRA for Non-Homeless Special Needs	The market forces shaping the TBRA program in general apply to Non-Homeless Special needs. Moreover, the proximity and willingness of service providers to assist the TBRA clients to remain stable in their housing is another factor. Effective partnerships between affordable housing developers/providers and special needs (social) service providers may not exist in numbers or with the capacity to meet the need.
New Unit Production	According to the Needs Assessment and Market Analysis, most very low, low, and moderate income households are cost-burdened and overcrowded and eligible for new affordable housing units if sufficient resources existed to build them. The cost of land, labor and materials affects the total development costs in addition to the effective land use policies and fees.
Rehabilitation	According to the Needs Assessment and Market Analysis, most very low, low, and moderate income households are cost-burdened and overcrowded and eligible for affordable housing units if sufficient resources existed to acquire and rehabilitate them. The Urban County of San Luis Obispo partners with other developers to acquire and rehabilitate existing affordable housing complexes by leveraging federal funds. In addition the Minor Home Repair program operated by a local nonprofit receives federal funds to provide rehabilitation services to low income homeowners. The cost of land, labor and materials affect the total development costs. Moreover, the willingness for a current owner to continue or extend the affordability of housing units is a key market characteristic.
Acquisition, including preservation	According to the Needs Assessment and Market Analysis, most very low, low, and moderate income households are cost-burdened and overcrowded and eligible for affordable housing units if sufficient resources existed to acquire and preserve existing affordable housing stocks. The Urban County uses its resources to acquire and rehabilitate projects that leverage dollars with other sources such as low income housing tax credits. The cost of land, labor and materials affect the total development costs. An affordable housing financing deal is made up of a number of financing sources, all dependent on each other to work. When one piece is missing, the overall financing scheme is placed in jeopardy.

**Table 1 – Influence of Market Conditions**

## **SP-35 Anticipated Resources**

### **Introduction**

The 2015-2019 Consolidated Plan focuses on investing federal, state, and local public and private funds in community development and human services strategy. The strategies are designed to address the two top priority needs that are homelessness and rental affordable housing. The amount of federal funds received by the Urban County significantly decreased during the term of the previous Consolidated Plan (2010-2014). The 2014 program year was the first year that the CDBG and HOME formulas were based on data from the 2010 decennial census and the American Community Survey. In addition to changes in the source of formula data, HUD's budget for the 2014 program year was lower than the 2013 program year.

### The CDBG Program

Due to adjustments related to the 2010 U.S. Census Bureau and federal government budget cuts, the Urban County's entitlement CDBG grant was reduced by 28% from a high of \$2.3 million in 2010 to \$1.6 million in 2014. The program income generated from 2010 to 2014 program years is roughly \$100,000 which provides a nominal offset to the recent cuts in funding levels. The Urban County will deploy several funding-expenditure strategies for the upcoming federal funds over the next five years. One strategy that is already being implemented by several participating cities of the Urban County is to use General Fund money instead of CDBG funds for public services projects. The rationale for funding public services projects with other local funding sources is the desire to save administrative and monitoring costs. By financially supporting public services projects with another funding source, the Urban County can efficiently and effectively fund affordable housing and public facilities projects with limited amount of available CDBG funds. The other funding strategy includes awarding CDBG funds to fewer projects that produce a greater community benefit addressing high priority needs. This Consolidated Plan uses a homeless-based strategy to assess which projects will primarily provide benefits to homeless persons or people at risk of becoming homeless. The County of San Luis Obispo will continue to spend CDBG funds for homeless services under the public services category. In addition to providing housing and services to the homeless population, affordable housing for different income groups is equally an important need. The Urban County will continue supporting affordable housing and transitional housing projects providing housing to very low to moderate income households in particular homeless persons. Investing in public facilities projects in a predominately low income neighborhood will be another funding strategy that the Urban County will continue to pursue. The Urban County will consider projects such as street or wastewater facility improvements that help create a safer and livable community.

### The HOME Program

The HOME program funding level was reduced by 50% over the last five years ending at \$726,163 funding level for the 2014 program year. With shrinking annual HOME budget, the Urban County's funding strategy will be to invest HOME funds to one affordable housing project. The Urban County will evaluate each affordable housing project based on its readiness to break ground. In addition to being a shovel-ready project, other key factors are considered including the minimum of HOME funds needed to be leveraged with other public and private funding sources as well as if the affordable housing project provides housing units for homeless persons. The Urban County also uses HOME program income along with HOME grant funds to provide financial assistance to projects needing additional HOME funds. The HOME program income was about \$278,000 from 2010 to 2015.

### The ESG Program

On the other hand, the ESG funding level increased by almost 48% from 2010 to 2014 program year. The Urban County of San Luis Obispo received \$135,496 in ESG funds in 2014. The funding strategy for ESG funds will be continued support of projects, services, and case management programs benefiting homeless persons or persons at risk of becoming homeless. This includes rapid-rehousing and homeless prevention programs.

In summary, the Urban County of San Luis Obispo plans to financially support community-based and affordable housing projects that meet the greatest community needs with federal funds. The top priority needs were not only identified through an extensive public outreach process but also through the process of analyzing the housing needs assessment and housing market sections of the Consolidated Plan.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition, Admin and Planning, Economic Development, Housing, Public Improvements, Public Services	\$1,546,289	\$400,000	\$0	\$1,946,289	\$0	Due to adjustments related to the 2010 U.S. Census Bureau and federal government budget cuts, the Urban County's entitlement CDBG grant was reduced from a high of \$2.3 million in 2010 to \$1.6 million in 2014, an almost 28% decrease. The program income generated from 2010 to 2014 program years is roughly \$400,000 which offsets the decreases in recent funding level by a low amount.
HOME	public - federal	Homeowner Rehab, Multifamily rental new construction, Multifamily rental rehab, TBRA	\$689,855	\$300,000	\$0	\$989,855	\$0	The HOME entitlement grant was substantially reduced from a high of \$1.4 million in 2010 to \$726,000 in 2014, an almost 50% decrease. Similarly to CDBG, it is likely that HOME allocations will not increase from the current amount of \$726,000 over the term of the 2015-2019 Con Plan.

ESG	public - federal	Homeless prevention, Case management, Homeless Shelters	\$135,496	\$0	\$0	\$0	\$0	Unlike CDBG and HOME, ESG funds increased from 2010 to 2014. This increase was due to the implementation of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The ESG funds increased from \$91,837 in 2010 to \$135,496 in 2014, about 48% increase in funds. However, these funds are not sufficient to move individuals and families from homelessness to independent living.
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Table 2 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The majority of projects funded with CDBG funds are leveraged with funds coming from private sources, in-kind contributions, state incentive programs, and private banks. A few projects are funded solely with CDBG money. The HOME program requires a 25% match. The match will be met through a variety of other funding sources including property tax exemption, affordable housing trust funds, low income housing tax credits, and the appraised land owned by the developer. The Emergency Solutions Grant requires a 100% match. Proposed cash match sources will come from local General Fund support, the local Community Based Organization grant, and the Community Foundation. The uses of these funds will be for operations and essential services.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

Not Applicable

## **SP-40 Institutional Delivery Structure**

**Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.**

A number of nonprofit organizations work closely with different County departments ( the Department of Mental Health, the Department of Social Services, and the Department of Public Health) to deliver programs and services targeted to low income and very low income population. The Community Action Partnership of San Luis Obispo (CAPSLO) is the largest nonprofit agency in the County of San Luis Obispo that provides services to low income families including homeless services, health and preventions programs, and family support services. The Urban County continues to invest future federal funds to the two existing homeless shelters (Prado Day Center and Maxine Lewis Shelter) and homeless services operated by CAPSLO. The Transitions Mental Health Association (TMHA) also provides affordable housing and supportive services to very low income persons having mental illnesses. Given that housing is important to this special needs population, the Urban County will provide financial support to affordable housing projects by TMHA. The nonprofit agencies and public institutions have formed advisory groups to discuss and resolve issues, improve delivery structure systems, and partner together to house and provide supportive services to homeless individuals. The County of San Luis Obispo has two major local affordable housing developers which are the Housing Authority of the City of San Luis Obispo and the People's Self Help Housing Corporation. The Housing Authority of City of San Luis Obispo (HASLO) operates the Tenant-Based Rental Assistance (TBRA) program. The Urban County strategy is to fund the TBRA program on a continuous basis. In addition to the TBRA program, HASLO actively works on building or preserving affordable housing units in the cities. The Urban County will continue supporting affordable housing projects by HASLO. Furthermore, People's Self Help Housing Corporation (PSHHC) has developed and rehabilitated numerous affordable housing projects throughout the unincorporated communities of the County. PSHHC targets the unincorporated communities that are considered least affordable to live by providing affordable housing for low income families working in those communities. The Urban County has a longstanding relationship with PSHHC to provide financial assistance to their affordable housing project.

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
The Community Action Partnership of San Luis Obispo (CAPSLO)	Non-profit organization	Homelessness	San Luis Obispo County
Transitions Mental Health Association (TMHA)	Nonprofit organization	Homelessness	San Luis Obispo County
The County of San Luis Obispo Department of Social Services	Government agency	Homelessness	San Luis Obispo County
The County of San Luis Obispo Department of Mental Health	Government agency	Homelessness	San Luis Obispo County
The County of San Luis Obispo Department of Public Health	Government agency	Homelessness	San Luis Obispo County
Housing Authority of the City of San Luis Obispo (HASLO)	Public Housing Agency	Affordable Housing	San Luis Obispo County
People's Self Help Housing Corporation (PSHHC)	Nonprofit organization/CHDO	Affordable Housing	San Luis Obispo County

**Table 3 - Institutional Delivery Structure**

### **Assess of Strengths and Gaps in the Institutional Delivery System**

Some of the strengths of the service delivery system are the recent influx of housing assistance through vouchers and financial assistance for permanent housing (i.e. rental and deposit assistance), and the high percentage of homeless individuals being connected to mainstream resources such as medical care. The largest gaps in the service delivery system for special needs populations and persons experiencing homelessness include a lack of housing, particularly affordable housing, and the presence of minimal drug and alcohol related services.

### **Availability of services targeted to homeless persons and persons with HIV and mainstream services**

<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	
Legal Assistance	X		
Mortgage Assistance			
Rental Assistance	X	X	
Utilities Assistance	X	X	
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics	X	X	
Other Street Outreach Services		X	

<b>Supportive Services</b>			
Alcohol & Drug Abuse	X		
Child Care	X		
Education	X		
Employment and Employment Training	X		
Healthcare	X	X	
HIV/AIDS	X		X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X		
<b>Other</b>			
Other			

**Table 4 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

The Continuum of Care has emergency shelter, transitional housing, permanent supportive housing, rapid re-housing, and homelessness prevention assistance for homeless or those at risk of becoming homeless. The permanent supportive housing programs operate on a housing first model, which promotes housing homeless individuals immediately, and then working on addressing barriers after the housing is in place. The Housing Authority of the City of San Luis Obispo has HUD-VASH vouchers to permanently house veterans, and two local non-profits were awarded almost \$6 million over three years to house and case manage veterans and their families. The Department of Social Services is currently housing families on CalWorks through a grant. While this grant expires in June 2014, it will prevent and end homelessness for the families that would have otherwise been homeless. The Family Care Network operates transitional housing for youth transitioning out of foster care.

There are also services only programs because there is not currently enough housing to end homelessness countywide. For example, the Prado Day Center provides service and case management during the day to homeless individuals and families, and there is a services only program in the south county area.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above.**

Some of the strengths of the service delivery system are the recent influx of housing assistance through vouchers and financial assistance for permanent housing (i.e. rental and deposit assistance), and the high percentage of homeless individuals being connected to mainstream resources such as medical care. The largest gaps in the service delivery system for special needs populations and persons experiencing homelessness include a lack of housing, particularly affordable housing, and the presence of minimal drug and alcohol related services.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

The Continuum of Care (CoC) recently applied for more funds to add 11 permanent supportive housing in the County. This would allow more chronically homeless individuals and families to be housed immediately. Transitions Mental Health Association is in the process of housing 50 of the most chronically homeless individuals countywide through a County funded initiative. A total of 17 individuals have been housed to date, and the remaining will be housed in the next one to two years. Transitions Mental Health Association recently converted 13 transitional housing beds to permanent housing.

**SP-45 Goals Summary**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Create housing opportunities for residents	2015	2019	Affordable Housing, Public Housing, Non-Homeless Special Needs	Not Applicable	Increase availability of affordable and decent housing for very-low, low- and moderate-income persons and families	\$1.5 million in CDBG \$1 million in HOME	Benefit 160 very low, low, and moderate income households.
2	Preserve and maintain existing affordable housing	2015	2019	Affordable Housing, Public Housing, Non-Homeless Special Needs	Not Applicable	Increase availability of affordable and decent housing for very-low, low- and moderate-income persons and families	\$1.5 million in CDBG \$1 million in HOME	Benefit 160 extremely low, low, and moderate income households.
3	Reduce and end homelessness	2015	2019	Homeless	Not Applicable	Provide needed emergency shelter facilities, and related services  Provide decent affordable housing and supportive services for homeless people and those at risk of becoming homeless	\$1 million in CDBG \$1 million in HOME \$400,000 in ESG	Benefit 20,000 very low and low income households  Benefit 270 low income households
4	Create suitable living environment through public services	2015	2019	Homeless, Non-Homeless Special Needs	Not Applicable	Provide social services to homeless persons and low income families	\$300,000 in CDBG \$180,000 in ESG	Benefit 7,000 low to moderate persons
5	Stabilize and revitalize diverse neighborhoods	2015	2019	Affordable Housing, Non-Homeless Special Needs, Non-Housing Community Development	Not Applicable	Revitalize the neighborhoods through street and public facilities improvements	\$4 million in CDBG	Benefit 75,000 low and moderate income persons.
6	Improve educational and job readiness	2015	2019	Non-Housing Community Development	Not Applicable	Provide training and business assistance to businesses.	\$100,000 in CDBG	Create 20 jobs for low and moderate income persons.

Table 5 – Goals Summary

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

For the next five years, the Urban County plans to use both CDBG and HOME funds to finance affordable housing projects that provide approximately a total of 150 new rental affordable housing units. The Urban County will continue funding the Tenant-Based Rental Assistance (TBRA) program using HOME and ESG funds. The TBRA program operated by the Housing Authority of the City of San Luis Obispo plans to house 36 families per year. In terms of preserving affordable housing, the Community Action Partnership of San Luis Obispo (CAPSLO) operates the minor home repair program to help low income homeowners rehabilitate their homes.

**SP-50 Public Housing Accessibility and Involvement**

**Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement) N/A**

**Activities to Increase Resident Involvements**

**Is the public housing agency designated as troubled under 24 CFR part 902? No.**

**Plan to remove the 'troubled' designation**

N/A. Housing Authority is not designated as troubled.

## **SP-55 Barriers to affordable housing**

### **Barriers to Affordable Housing**

The public policies impacting the production and preservation of affordable housing were discussed under the MA-40 for Barriers to Affordable Housing of the “Housing Market Analysis” section. As stated in MA-40, San Luis Obispo County aims to protect its natural habitats, natural resources, and agricultural production areas. Most public members have a “slow growth” sentiment and are in favor of government policies and regulations preserving the natural and agricultural resources. Public policies affecting affordable housing development projects include land use category, development standards, parking and open space requirements. Most of the County is rural and zoned for low residential densities primarily to protect agricultural land and natural resources. Additionally, securing land use permit is uncertain due to the discretionary approval process of advisory bodies. A part from the land use related factors, a shortage of water supply in several communities hinders the development of affordable housing.

### **Strategy to Remove or Ameliorate the Barriers to Affordable Housing**

One main strategy that the Urban County continues to use for the removal of barriers to affordable housing is to rezone vacant or underutilized land to Residential Single Family and Residential Multi-Family land use categories through amending the Land Use and Circulation Elements. In addition to providing land for residential development, the County offers incentive programs including density bonus, exemptions from the Growth Management Ordinance, and expedited permit processing. The County’s recent Housing Element includes a number objectives and programs to facilitate the production and preservation of affordable housing units. The objectives are listed below.

- Facilitate development of 1,092 new housing units during the five-year time period beginning January 1, 2014, and implement the principles and policies of the Land Use Element (Framework for Planning) when planning and reviewing new development proposals to the maximum extent practicable.

*Facilitation of development includes incentives, reducing regulatory barriers, providing financial assistance for housing, rezoning land for housing, and revising ordinances. New development should be consistent with, and encourage the principles and policies of the Land Use Element (Framework for Planning).*

- Facilitate the conservation, maintenance, and improvement of 2,621 existing units of affordable housing, including affordable senior housing to allow aging in place.

*Conservation, maintenance, and improvement programs include protecting existing mobile homes and apartments, and maintaining existing affordable housing.*

- Provide housing opportunities for 500 households over a five-year period to prevent and end homelessness for them through financial assistance and services.

*Programs addressing opportunities for development and preservation of housing for homeless and disabled persons includes reducing regulatory barriers through ordinance amendments and foreclosure and/or eviction prevention.*

## **SP-60 Homelessness Strategy**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The Continuum of Care (CoC) works with shelters, health care providers, law enforcement and the County Department of Social Services to reach unsheltered families. Homeless service providers work with local schools to identify and connect to homeless families with school aged children.

Staff of ESG subrecipients work with outreach staff from County Mental Health hospital social workers, local law enforcement and park rangers, as well as with local feeding programs, to identify homeless persons who are not connected to services. Outreach staff will reach out to homeless persons identified by any of these organizations to try to engage them. Both local shelters also offer a meal service for persons who are not staying at the shelter, to provide engagement opportunities for persons who are not already connected to services. In addition, CoC and ESG staff reach out to churches and volunteer programs throughout the CoC's geographic region who might come into contact with unsheltered homeless persons.

To reach persons with limited English proficiency, the Rapid Rehousing (RRH) provider conducts outreach to Spanish speaking organizations and hires case managers who are fluent in English and Spanish. To reach persons with disabilities, the CoC and ESG grantees work with the area's Independent Living Resource Center. One provider, Transitions Mental Health Association, has contracts with the Department of Mental Health to conduct street outreach and identify and assist homeless persons with the most severe mental illnesses.

### **Addressing the emergency and transitional housing needs of homeless persons**

Homeless persons have a variety of needs in the County of San Luis Obispo. The primary need is more housing, specifically more affordable permanent housing and permanent supportive housing. The County of San Luis Obispo has one of the highest percentages of unsheltered homeless persons in the nation. Some homeless staying in emergency shelters and transitional housing also need assistance with transportation, drug and alcohol addiction, budgeting, finding employment, and/or obtaining mainstream benefits.

The Urban County and Continuum of Care (CoC) are working toward obtaining more permanent housing and permanent supportive housing for homeless persons living in emergency shelters, transitional housing, and on the streets. For example, the CoC applied for 11 additional permanent supportive housing units through the CoC program. Additionally, the County continues to receive HUD-VASH vouchers to house homeless veterans, and received almost \$6 million over three years to house and case manage homeless veterans and their families. The County also recently funded the 50Now program to provide permanent supportive housing and intensive supportive services to the most vulnerable chronically homeless individuals countywide. The Department of Social Services is currently housing families that are on CalWorks to reduce family homelessness.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

The Continuum of Care (CoC) has adopted a housing first policy for its programs, shortening the period of time that individuals and families experience homelessness when housing is available. For example, the recently funded 3-year SSVF program will provide financial assistance services for permanent housing to veterans and their housing. Another grant will fund financial assistance and services to families on CalWorks, which will prevent and end homelessness for many families. Families with children can also receive TBRA assistance through the HOME and ESG programs in permanent housing, while also being case managed. Most of the homeless individuals housed in affordable housing units receive case management and other supportive services for a period of time to assist with the transition into independent living.

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs**

Foster care social workers identify and establish permanent connections through adoption or guardianship for youth aging out. Typically, County Child Welfare Services leads the state with 50-80% of youth placed in out-of-home placement with relatives or non-related extended family members. Youth 16-19 years old not placed with relatives are eligible to apply for voluntary transitional housing assistance to rent an apartment or room in a host family home. The youth are teamed with a resident advisor, social worker, and youth development specialist.

Transitional housing assistance is also available for former foster youth up to 24 years old. Youth who age out of foster care without an adoption or family placement but want to attend higher education or trade school, can receive financial assistance from to cover living expenses while the youth are attending their chosen school. Approximately 1/2 of the eligible youth are participating and the dropout rate is less than 15%.

There are no publicly funded hospitals in the Continuum of Care's (CoC) geographic location, so the CoCs efforts have focused on building collaborative partnerships. Each hospital in the CoC has a social worker who interviews each homeless person admitted, assessing medical needs, community resources, financial/payor options, and anticipated levels of care upon discharge and works to connect the patient with available services. Hospital staff has given presentations about hospital discharge processes to the CoC's Supportive Services Committee. CoC staff and subcommittee members are also conducting trainings for hospital staff on helping clients to obtain SSI benefits and are working to increase coordination between hospitals and outside case managers who assist homeless persons with disabilities to obtain disability benefits. The

CoC will continue to work this year to increase resources and connections, as homeless persons are still sometimes discharged back into homelessness.

Staff from the Psychiatric Health Facility (PHF) have made presentations to the CoC Supportive Services Committee regarding PHF discharge policies and procedures and efforts the PHG has made to discharge clients into housing when resources are available. Based on these presentations, the CoC is preparing recommendations to decrease the number of persons discharged from the PHF into homelessness. While the Department of Mental Health works to place clients into housing whenever possible, the lack of housing resources has meant that homeless persons are still sometimes discharged back to local shelters and the streets. Corrections staff have been participating in the CoC's Supportive Services Committee meetings and have been providing feedback on recommendations. CoC staff have also been working with the local courts to establish a jail diversion program for homeless persons who are frequently arrested due to addictions related offenses. This program will include housing and treatment options. The CoC has also recently increased the number of Sober Living beds available to clients coming out of jail. There are currently 153 Sober Living beds. Additionally, the CoC has created a Re-Entry team for persons with mental illness who are being discharged from jail to help connect them succeed at re-entry.

## **SP-65 Lead based paint Hazards**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

The 2007-2011 ACS shows that of the 93,024 occupied housing units in the County, there are 44,969 units that were built before 1980 and therefore are at risk of having lead-based paint. Leaded paint was banned in 1978. Low and moderate income households make up 24,186 (26%) of the total number of County households. Many, or most, of these households could be living in pre-1980 housing units with a leaded paint hazard.

#### **Proposed Actions to Reduce/Eliminate Lead-Based Paint Hazards**

San Luis Obispo County has contracted with Community Health Centers (CHC) to operate public health clinics. Children in the public health programs such as WIC (Women, Infants & Children Program) and CHDP (Child Health Disability Program) come to the CHC clinics. Pursuant to program guidelines the CHC screens these children to check against elevated blood lead levels (EBLL). The results are posted on a website that is maintained by the California Department of Public Health/ Childhood Lead Poisoning Prevention Branch. The state notifies the County's Public Health Department of all cases of children with 20 or more micrograms of lead in a deciliter of blood. The County voluntarily monitors children with as little as 5 micrograms of lead in a deciliter of blood.

The County's Public Health Department has certified EBLL (elevated blood lead level) staff with a special XRF inspection device. The EBLL trained staff conducts home inspections and health monitoring for children with 20 or more micrograms of lead in a deciliter of blood. Between 2009 and 2014, there were three cases of EBLL's of 20 µg/dL or higher in the County. Typically, each year there are 20 to 25 cases of EBLLs in the 5-19 µg/dL range.

The County Health Agency/Public Health Department has a Childhood Lead Poisoning Prevention Program which helps to educate the public on the hazards and resources available for lead-based poisoning. Testing for leaded paint hazards is provided. The Public Health Department distributes lead-based paint information pamphlets throughout the County. Such pamphlets are available at County's Planning and Building Department's front counter, where building permits are issued that might involve remodeling of pre-1980 dwellings.

All public housing units in the county have been modified as needed to remove / monitor for lead-based paint. All Section 8 residents receive a HUD pamphlet alerting them to the hazards of lead-based paint, and how to request health screening if they suspect contamination. The (HUD funded) locally operated tenant-based rental assistance program (TBRA) requires rental units to pass a Housing Quality Standards (HQS) / lead-based paint inspection before TBRA funds are used. County staff conducts a quarterly review to safeguard against possible matches between TBRA rental units and children who have EBLL (i.e., a child with an active EBLL case). This quarterly review is conducted by staff from the County Public Health Department and the County Planning & Building Department.

The County Planning & Building Department (PBD) administers the HUD funding programs for the County. When the public applies to the County for HUD funds, they must use application

forms that reflect HUD's lead-based paint regulations (24 CFR 35, particularly Subparts J, K & M). Applicants must provide a programmatic description of all work proposed for pre-1979 residential structures.

**How the actions are listed above related to the extent of lead poisoning and hazards?**

The extent of lead hazards was discussed under MA-20 of the “Housing Market Analysis” section. Based on the 2007-2011 CHAS and ACS data, there are about 24,186 low to moderate income families who could be living in houses with lead-based paint hazards. Most of the services provided by the Urban County are described in the previous section.

**How are the actions listed above integrated into housing policies and procedures?**

The above actions taken to prevent lead hazards are not included with any housing policies or procedures.

## **SP-70 Anti-Poverty Strategy**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

The County of San Luis Obispo developed a countywide 10-year plan to end homelessness. The three main pillars of this plan include housing, services, and prevention. Under housing, the “Housing First” policy shapes the efforts to reduce the number of families in poverty. Programs include creation of regional basic housing assistance centers to facilitate access to housing and housing-related services, development of a range of housing, including affordable housing, permanent supportive, and interim and transitional housing, short term and housing subsidies to help people regain and maintain housing. The services pillar aims to create a central access to comprehensive services by incorporating the triage approach and a single data system, and streamlining paper work to support coordinated service provision. For prevention, the 10-year plan’s offers a variety of prevention programs such as use of comprehensive assessment tool at intake to identify people who are homeless or at-risk and designate a discharge planner at all publically funded institution, creation of medical respite beds, and eviction prevention housing assistance and services. In summary the 10-year plan goals are to facilitate access to affordable housing to put an end to homelessness, stopping homelessness before it starts through prevention and effective interventions, ending and preventing homelessness through integrated, comprehensive, responsive support services, and coordinating a solid administrative and financial structure to support effective plan implementation.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

The anti-poverty strategies outlined in the County’s 10-year plan to end homelessness are based on the “Housing First” policy. The Consolidated Plan for the 2015-2019 program years identified the need for affordable housing as a high community priority. Both the 10-year plan and the Consolidate Plan share strategies and programs to address the need for affordable housing especially for extremely low and low income families. The strategies of this Consolidated Plan serve as a roadmap to guide the Urban County to invest future HUD funds on projects not only benefiting low income persons but also help reducing poverty.

## **SP-80 Monitoring**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The Urban County of San Luis Obispo is currently developing monitoring procedures and checklist to monitor subrecipients receiving CDBG, HOME and ESG funds. The County will follow HUD CPD guidance materials to complete a risk analysis of the subrecipients to assess subrecipient needs and identify high risk subrecipients that require comprehensive monitoring review. In addition to conducting risk analysis, the County will develop monitoring schedule to conduct on-site monitoring visits with the subrecipients. The Urban County developed monitoring checklist for the CDBG and HOME programs that is based on each activity category. The following monitoring-related steps are taken to ensure long-term compliance with requirements.

- Reviewing and exploring ways to standardize contracts across subrecipients and programs for more understandable contracts and to ensure that all compliance obligations are addressed, and improve contract tracking systems;
- Coordinating subrecipient risk assessment systems used for determining the frequency and focus on monitoring;
- Developing standard procedures for program and fiscal monitoring across subrecipients and programs;
- Developing performance measures that can be reported on, tracked and used to evaluate the outputs, efficiency, outcomes and return on investment for various program activities; and
- Sharing of information across subrecipients about the performance of subrecipient entities.