HOMELESS SERVICES OVERSIGHT COUNCIL (HSOC)
Executive Committee Agenda

August 17, 2022, 1pm

Members and the public may participate by Zoom video call:
https://us06web.zoom.us/j/82742124751?pwd=cGZRZXlteHFJL0NCYWwrQnpRUGlndz09

Or dial in:
+1 669 444 9171
Meeting ID: 827 4212 4751
Passcode: 817159

1. Call to Order and Introductions

2. Public Comment

3. Consent: Approval of Minutes

4. Action/Information/Discussion

    4.1.   Discussion Item: HSOC Membership

        4.1.1.   Discussion Item: Revising Bylaws Section Regarding Alternates

        4.1.2.   Discussion Item: Vacant and Expiring Seats

    4.2.   Discussion Item: State and Federal Homeless Assistance Grants

        4.2.1.   Discussion Item: Continuum of Care Annual Grant Program

        4.2.2.   Discussion Item: Continuum of Care Special Unsheltered Homelessness Grant Program

        4.2.3.   Discussion Item: Grants Status and Timeline

4.3. Discussion Item: Committee Reports

    4.3.1. Discussion Item: Action Items for Executive Committee and Full HSOC

    4.3.2. Discussion Item: Learnings

    4.3.3. Discussion Item: Trends and Concerns

    4.3.4. Discussion Item: Future Issues and Next Steps

4.4. Discussion Item: Report from County Staff

    4.4.1. Discussion Item: Parking Villages and Blue Bag Program Update

    4.4.2. Discussion Item: Administrative Office Update

    4.4.3. Discussion Item: Tiny House Villages

4.5. Discussion Item: Strategic Plan Update

    4.5.1. Discussion Item: Committee Roles

    4.5.2. Discussion Item: Lines of Effort 5 and 6

5. Future Discussion/Report Items

5.1. Discussion Item: Review Public Comment on Lines of Effort

5.2. Discussion Item: Additional Items to Be Considered During Implementation of Plan

6. Next Regular Meeting: October 19 at 1pm

7. 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

HOMELESS SERVICES OVERSIGHT COUNCIL (HSOC)
EXECUTIVE COMMITTEE MEETING MINUTES

Date

June 15, 2022

Time

1pm-3pm

Location

Zoom

Members Present

Devin Drake

Kristen Barneich

Mark Lamore

Scott Smith

Members Absent

Susan Funk

Staff and Guests

George Solis

Jack Lahey

Janna Nichols

Jessica Lorance

Joe Dzvonik

Laurel Weir

Leon Shordon

Nicole Bennett

Russ Francis

1. Call to Order and Introductions

Devin called the meeting to order at 1pm.

2. Public Comment
None.

3. Consent: Approval of Minutes
Mark made a motion to approve the minutes, seconded by Scott. The motion passed with all in favor, none opposed and no abstentions.

4. Action/Information/Discussion
4.1 Discussion Item: Approve Alternate for New Member
Russ provided background on this item. At the last Executive Committee meeting, alternates were approved for three of the four new HSOC members who were appointed for terms beginning January 2022. The Committee questioned whether it was acceptable for new member Allison Brandum and her alternate to be employed by the same County department, and requested that County staff check on this. County Counsel have confirmed there is no issue with this situation. Scott made a motion to approve the alternate Michelle Shoresman for the new member Allison Brandum, seconded by Mark. The motion passed with all in favor, none opposed and no abstentions.

4.2 Discussion Item: Conflicts of Interest
Laurel reported that County staff have discussed formalizing the process of asking members to abstain or recuse themselves when HSOC is voting on items that may be of financial benefit to those members or to the agencies they represent. The Committee recommended placing the reminder at the top of the agenda for meetings where there is a vote on funding recommendations, and to include conflicts of interest as an annual item and in orientation for new members.

4.3 Discussion Item: Strategic Plan Committee Information Update
4.3.1 Discussion Item: Communication Plan
Laurel reported that the Draft Strategic Plan has been published on the HSOC web page, which also includes a link allowing people to give feedback. The Committee discussed actions taken for communicating that the Draft Plan is now live, including press releases to local media, sharing with service provider lists, and outreach to homeless people. The Committee also recommended reaching out to the Sheriff's Office, League of Women Voters, business groups, religious groups, Cal Poly, Cuesta College, and Community Health Centers. County staff to follow up and report back.

4.3.2 Discussion Item: Pathway on Healthcare

Laurel reported that healthcare is one area in which the CoC (Continuum of Care) will be looking to build partnerships. CenCal Health is currently involved, but the other major healthcare partners are not represented. Nicole and Janna will follow up with Laurel offline regarding contacts.

4.3.3 Discussion Item: Major Concerns or Weaknesses

Scott raised concerns that the unit goals for housing production may be too ambitious, and without a housing bond or equivalent, there won't be enough funding available for this. Laurel reported that Ken Trigueiro from People's Self-Help Housing has given similar feedback.

Joe suggested the plan could have been more specific about how to incorporate feedback from people with lived experience of homelessness.

4.3.4 Discussion Item: Implementation Monitoring

Laurel reported that the Homeless Services Division will be able to carry out the monitoring and evaluation work once it is established, but until that point, monitoring of the plan will fall to the HSOC at its bimonthly meetings. Committees may need to change their focus so they can monitor relevant lines of effort. Another possibility is to create a temporary monitoring working group to build out this process.

4.3.5 Discussion Item: Finalization and Approval Process

Laurel reported on the need for a process to bring a final plan to the HSOC and then to the Board of Supervisors. The Executive Committee considered the idea of holding a Special meeting to review feedback, but decided to allow the Steering Committee to lead on this. The Executive Committee recommended that other stakeholder groups, including cities, should endorse the plan before it is reviewed by the Board of Supervisors.

Building Support for the Plan will be added to the agenda for July's full HSOC meeting.

4.4 Discussion Item: State and Federal Homeless Assistance Grants
4.4.1 Discussion Item: Homeless Housing, Assistance and Prevention Program (HHAP) Rounds 2 and 3

Laurel reported that a Public Hearing for Round 3 of the Homeless Housing,

Assistance and Prevention (HHAP) Program will take place at the Board of Supervisors meeting on June 21. This is a requirement of the application. The hearing will involve presentation of the Local Homelessness Plan (smaller in scale than the Strategic Plan, and specifically for the HHAP 3 grant), which will show the funds already in use in the county and how people are currently accessing services. The County has not yet released an RFP (Request for Proposals) for Round 2 of HHAP. The second and third rounds will be combined in a single RFP.

4.4.2 Discussion Item: Housing and Homelessness Incentive Program (HHIP)
Nicole reported that CenCal Health has the opportunity to receive $10 million over two years through Housing and Homelessness Incentive Program (HHIP) funding. CenCal Health are working with the County and CoC to submit an application.

4.4.3 Discussion Item: Current Grants
Laurel reported that the state has now released its NOFA (Notice of Funding Availability) for the 2022 allocation of California ESG (Emergency Solutions Grant) program funding. The allocation for SLO County CoC is less than expected, so County staff are working with the applicant to revise their budget. This recommendation will be brought to the Board of Supervisors for approval in July.

4.5 Discussion Item: Committee Reports
4.5.1 Discussion Item: Action Items for Executive Committee and Full HSOC
4.5.2 Discussion Item: Learnings
4.5.3 Discussion Item: Trends and Concerns
4.5.4 Discussion Item: Future Issues and Next Steps
Committee reports were included in the agenda packet. Devin reported that the Services Coordinating Committee discussed contingency planning for COVID breakouts. CAPSLO (Community Action Partnership of San Luis Obispo) and County staff are working on a plan for this.

4.6 Discussion Item: Report from County Staff
4.6.1 Discussion Item: Parking Villages and Blue Bag Program Update
Tabled.

4.6.2 Discussion Item: Administrative Office Update
No update.

5. Future Discussion/Report Items

- Revising alternates section of bylaws
- Parking Villages and Blue Bag program update

6. Next Regular Meeting: August 17 at 1pm

7. Adjournment
Devin adjourned the meeting at 3pm.

Current Text:

Alternates

Members may be represented by their formally designated alternate, who shall have the full rights of the sitting member, including the right to vote on issues before the HSOC. Within thirty (30) days of appointment a member must notify the Chair, in writing, of his proposed alternate. Alternates are approved by the Executive Committee.

Proposed Amended Text:

Alternates

Members may be represented by their formally designated alternate, who shall have the full rights of the sitting member, including the right to vote on issues before the HSOC. ~~Within thirty (30) days of appointment a~~ Members must notify the Chair and the CoC Program Manager, in writing, of ~~his~~ their proposed alternate. Alternates are approved by the Executive Committee and may be appointed at any time.

Membership of the Homeless Services Oversight Council (HSOC) as of June 15 2022

Seat	Member	Alternate	Organization	Term
Elected Officials	Kristen Barneich	Lan George	City of Arroyo Grande	Unlimited while holding office
Elected Officials	Susan Funk		City of Atascadero	Unlimited while holding office
Elected Officials	Anna Miller	Jeff Lee	City of Grover Beach	Unlimited while holding office
Elected Officials	Dawn Addis	Laurel Barton	City of Morro Bay	Unlimited while holding office
Elected Officials	Steve Martin	Steve Gregory	City of Paso Robles	Unlimited while holding office
Elected Officials	Marcia Guthrie	Mary Ann Reiss	City of Pismo Beach	Unlimited while holding office
Elected Officials	Andy Pease		City of San Luis Obispo	Unlimited while holding office
Elected Officials	Dawn Ortiz-Legg		County of San Luis Obispo	Unlimited while holding office
County Government Service Providers	Anne Robin		County Department of Behavioral Health	1/10/2020-1/10/2023
County Government Service Providers	Devin Drake		County Department of Social Services	1/1/2021-1/1/2024
County Government Service Providers*	Allison Brandum	Michelle Shoresman	County Health Agency	4/19/2022-1/1/2025
Currently or Formerly Homeless Persons	Brenda Mack			1/1/2022-1/1/2025

Currently or Formerly Homeless Persons	*Vacant*			
Advocates	Janna Nichols		5Cities Homeless Coalition	1/1/2020-1/1/2023
Advocates	Kathy McClenathen		SLO County Housing Trust Fund	1/1/2021-1/1/2024
Public Safety Organizations	Jeff Smith		City of Pismo Beach Police Department	1/1/2021-1/10/2023
Public Safety Organizations	*Vacant*			
Nonprofit Homeless Assistance Providers	Caroline Hall		Los Osos Cares	1/10/2020-1/10/2023
Nonprofit Homeless Assistance Providers	Mark Lamore		Transitions Mental Health Association	1/10/2020-1/10/2023
Nonprofit Homeless Assistance Providers	Wendy Lewis		El Camino Homeless Organization	1/1/2022-1/1/2024
Nonprofit Homeless Assistance Providers*	Jack Lahey	Lawren Ramos	Community Action Partnership of San Luis Obispo	4/19/2022-1/1/2023
Affordable Housing Developers	Rick Gulino		People's Self Help Housing	1/1/2021-1/10/2023
Businesses	Bettina Swigger		Downtown SLO	1/1/2022-1/1/2025
Businesses*	Jim Dantona	Molly Kern	SLO Chamber of Commerce	4/19/2022-1/1/2024
Faith-Based Organizations	Shay Stewart		Granite Ridge Christian Camp	1/1/2021-1/1/2024
Hospitals	Amelia Grover	Liz Snyder	French Hospital	1/1/2021-1/1/2024
Organizations Serving Homeless Veterans	William Crewe	Paul Worsham	Veterans Helping Veterans	1/1/2022-1/1/2025
Housing Authority	Scott Smith		Housing Authority of San Luis Obispo	No limit

County Office of Education	Jessica Thomas		SLO County Office of Education	1/1/2021-1/1/2024
Victim Service Providers	Susan Lamont		Lumina Alliance	1/1/2022-1/1/2025
Other Community Organizations	Nicole Bennett		CenCal Health	1/1/2021-1/1/2024
Social Service Providers*	Garret Olson	Suzie Freeman	SLO Food Bank	4/19/2022-1/1/2025
Behavioral Health Agencies	*Vacant*			
Local School Districts	*Vacant*			
At Large Seats*	*Vacant*			

Per the HSOC bylaws (November 3, 2020), one seat is reserved for a County Supervisor, and seven seats are reserved for an elected City Councilperson from each of the incorporated cities.

*Five 'at large seats' may be held by representatives from any of the following categories: County Government Service Providers, Currently or Formerly Homeless Persons, Advocates, Affordable Housing Developers, Businesses, Faith-Based Organizations, Hospitals, Public Safety Organizations, Behavioral Health Agencies, Nonprofit Homeless Assistance Providers, Organizations Serving Homeless Veterans, Housing Authority, County Office of Education, Local School Districts, Social Service Providers, Victim Service Providers, and Other Community Organizations.

The HSOC may have no more than two representatives, staff or Board members from the same agency or organization.

County of San Luis Obispo Homeless Services
Active and Anticipated Funding: 2022 Q3

Program	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
CoC FY20	$ 1,047,426													
CoC FY21	$ 1,108,896													
CoC FY22				$ TBD*										
CoC FY23								$ TBD*						
CoC FY24												$ TBD*		
Fed ESG FY22	$ 153,597													
Fed ESG FY23				$ TBD										
Fed ESG FY24								$ TBD						
Fed ESG FY25												$ TBD		
CA ESG FY21	$ 150,864													
CA ESG FY22					$ 110,693									
CA ESG FY23									$ TBD**					
CA ESG FY24													$ TBD**	
Fed ESG-CV 1	$ 563,033													
Fed ESG-CV 2	$ 6,296,591													
CA ESG-CV 1	$ 467,600													
CA ESG-CV 2	$ 5,022,401													
CDBG FY22	$ 266,124													
CDBG FY23				$ TBD										
CDBG FY24								$ TBD						
CDBG FY25												$ TBD		
CDBG-CV 1	$ 1,099,800													
CDBG-CV 2 (Homekey)	$ 4,772,930													
CDBG-CV 3	$ 1,876,815													
PLHA FY19	$ 872,502													
PLHA FY20	$ 1,356,136													
PLHA FY21	$ TBD													
PLHA FY22				$ TBD										
PLHA FY23								$ TBD						
PLHA FY24												$ TBD		
HUD HOME FY22	$ 882,722													
HUD HOME FY23				$ TBD										
HUD HOME FY24								$ TBD						
HUD HOME FY25												$ TBD		
HUD HOME ARP	$ 3,294,619													

County of San Luis Obispo Homeless Services
Active and Anticipated Funding: 2022 Q3

	2022		2023				2024				2025			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CESH FY18	$ 727,047													
CESH FY19		$ 412,874												
HHAP 1	$ 3,365,435													
HHAP 2		$ 1,566,474												
HHAP 3		$ 4,291,215												
HHAP 4						$ TBD***								
HHAP 5						$ TBD***								
GFS FY22	$ 253,000													
GFS FY23					$ TBD									
GFS FY24									$ TBD					
GFS FY25													$ TBD	
Title 29 FY22	$ 542,982													
Title 29 FY23					$ TBD									
Housing Now FY20-23	$ 1,097,278													
Housing Now FY23-26					$ TBD									
Safe Parking & Blue Bag	$ 725,000													
Communications	$ 125,000													
Homekey						$ TBD								

Active   Secured   Anticipated

* Funding depends on annual federal appropriations. Funding for future years is estimated to be the same as the FY2021 year ($1,108,896). In the past three years, funding has been increased by an amount between 3.3-5.8%, to adjust for increases in leasing costs. This increase is applied to Permanent Supportive Housing leasing projects as well as the CoC Planning grant. In most years, the County must compete for between 4-6% of overall funding, and there is a possibility that if we do not score high enough in the competition, we could lose this funding, not only for the year in which we apply but also for future years.

** Funding depends on annual federal appropriations. Historically, the amount available has been between $102,316 and $150,864, based on data for the past five years. (Average = $117,223, Median = $119,621.)

*** While appropriations for HHAP-4 and HHAP-5 were included in enacted state budgets, the exact amount received by our county will be determined by a formula based on future Point in Time Counts. It is expected that the amount would be fall somewhere between HHAP-2 and HHAP-3 funding levels (HHAP-2 administrative funding = $109,653,18; HHAP-3 administrative funding = $300,384.99).

County of San Luis Obispo Homeless Services
Active and Anticipated Funding: 2022 Q3

	Grant Program	Funding Source
CoC	Continuum of Care	Federal - HUD
Fed ESG	Emergency Solutions Grant	Federal - HUD
CA ESG	Emergency Solutions Grant	State - HCD
Fed ESG-CV	Emergency Solutions Grant - Coronavirus	Federal - HUD
CA ESG-CV	Emergency Solutions Grant - Coronavirus	State - HCD
CDBG	Community Development Block Grant	Federal - HUD
CDBG-CV	Community Development Block Grant - Coronavirus	Federal - HUD
PLHA	Permanent Local Housing Allocation	Federal - HUD
HUD HOME	Home Investment Partnerships Program	Federal - HUD
HUD HOME ARP	HUD HOME - American Rescue Plan Act	Federal - HUD
CESH	California Emergency Solutions & Housing	State - HCD
HHAP	Homeless Housing, Assistance & Prevention Program	State - ICH
GFS	General Fund Support	County
Title 29	Title 29	County
Homekey	Homekey Program	State - HCD

HCD: California Department of Housing & Community Development
HUD: US Department of Housing & Urban Development
ICH: California Interagency Council on Homelessness

Homeless Services Oversight Council
Executive Committee Meeting – August 17 2022
Committee Updates

Finance & Data Committee – July 26

- Strategic Plan Update – County staff provided a brief update that the Plan was approved by the full HSOC and was due to be reviewed by the Board of Supervisors on August 9.
- Data Maturity Assessment Tool – County staff provided an update on meeting the data goals set by the Committee last year. County staff and agencies continue to make progress with the goals of entering all projects into HMIS (Homeless Management Information System) and setting performance expectations.
- System Administrators Monthly Call – County staff reported that the last monthly call included discussion about upcoming quarterly reports and the upcoming HMIS data standards update, though it is too early to give any information on this.
- Review of San Luis Obispo County CoC (Continuum of Care) Documents – County staff proposed updates to the CoC Privacy Posted Notice, CoC HMIS End User Agreement, and CoC HMIS Agency Participation Agreement. The Committee provided feedback on the current and proposed documents, and agreed that the documents will be sent to the agencies for discussion and then this feedback will be brought to the next meeting.
- California Housing Partnership: San Luis Obispo County Housing Need Report 2022 – The report was shared as an informational item.

Services Coordinating Committee – August 1

- Wisdom Center (Community Based Adult Services) – Amanda Sillars presented on the Wisdom Center (Community Based Adult Services) in Santa Maria, an additional resource in the community for people experiencing homelessness, particularly senior people who are also medically fragile.
- Community Supports and Enhanced Care Management – Nicole Bennett presented on CenCal Health's new housing services and community support program, including a housing transition navigation service, housing deposits, and housing tenancy and sustaining services, as well as upcoming work including sobering centers and the HHIP (Housing and Homelessness Incentive Program) initiative.
- COVID-19 Contingency Planning – CAPSLO provided an update on their work with the County and City of SLO to establish short- and long-term shelter contingency plans for future outbreaks. More updates to follow.
- Increase in Fentanyl Availability and Overdoses – County staff and agencies provided updates on the high level of availability of fentanyl at camps and the Parking Village.
- Point in Time (PIT) Count Update – County staff provided an update on the PIT Count report, highlighting some relevant points of data.

- End of Life Protocol Task Force – County staff provided an update, that the task force has met and members are now liaising with their agencies to find a template policy that could be used to speed up creation of a general policy.

Housing Committee – August 2

- Housing Elements and RHNA (Regional Housing Needs Allocation) – County staff presented on key elements of the County's 2020-2028 Housing Element and how the County intends to meet its RHNA goals.
- Federal and State Grants – Update on Opportunities – County staff reported on the two upcoming Continuum of Care (CoC) grant program competitions (the annual grant and special unsheltered homelessness grant).
- Housing Developers Roundtable – People's Self Help Housing and the Housing Authority of the City of San Luis Obispo (HASLO) reported on their upcoming developments.

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.
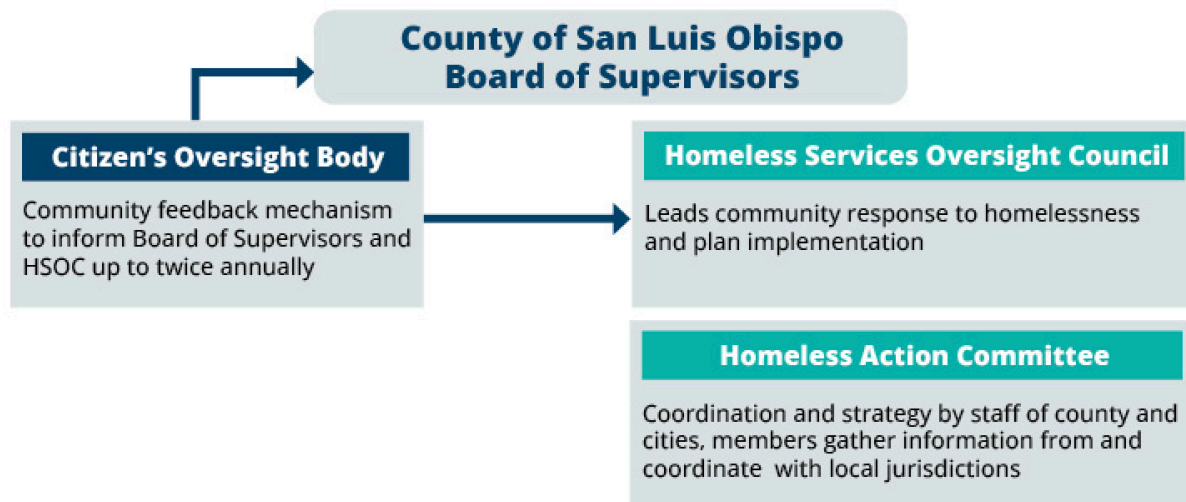
Summary of Timing:

- **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.