

MAJOR CITY GOALS

IMPLEMENT COMPREHENSIVE STRATEGIES TO ADDRESS HOMELESSNESS

GOAL STATEMENT

Implement comprehensive strategies to address homelessness in our City in partnership with other entities. Encourage existing, improved, and expanded services (including advocating to the County and other organizations for delivery of case management, drug, alcohol, and detoxification services, and mental health services), support the establishment of a new homeless services center, and pursue good-neighbor, safety, and quality of life programs (including restrooms), using technology as appropriate.

OBJECTIVES

1. Encourage existing, improved, and expanded services for delivery of case management, drug, alcohol, detoxification, and mental health services.
2. Support the establishment of a new homeless services center.
3. Pursue good-neighbor safety and quality of life programs

DISCUSSION

Existing Situation

During the past several years the issues of homelessness and its impacts have been broadly discussed in the community. The City has been a long standing supporter of providing service to those who are experiencing homelessness. Current efforts by the City include financial support to housing and service agencies whose mission it is to serve the City's homeless population. Specifically, the City is providing grant and general funds to support the Maxine Lewis Memorial Shelter; the Prado Day Center; the Prado Warming Station; a Grants-in-Aid program award for motel vouchers and other programs serving the homeless or preventing homelessness; a safe parking pilot program; and support for design of a future Homeless Services Center.

This Major City Goal effort proposes increased funding for existing efforts where outcomes support additional services to homeless populations. In addition, the approach recommends an intensified focus on advocacy to enhance homeless services; contract facilitator for the development of a Homeless Services Center; overtime funding for additional police support; and support of a pilot program for donation stations.

The following table indicates existing and proposed homeless services and programs to support this goal. A more complete description of each approach is included in the following pages:

Program	Existing Funding		Proposed Funding			
	2012-2013		2013-2014		2014-2015	
	CDBG	GF	CDBG	GF	CDBG*	GF
Maxine Lewis Memorial Shelter	75,988	45,000	75,988	46,000	68,389	46,000
Prado Day Center	0	53,700	0	53,700	0	53,700
Safe Parking Program	0	8,750	0	10,000	0	10,000
Grants-In-Aid Program	0	126,600	0	131,600	0	133,900
Prado Warming Station	0	3,750	0	5,000	0	5,000
Homeless Services Center	50,000	0	50,000	0	50,000	0
Advocacy to expand homeless services				Staff Time		Staff Time
Pilot program- Donation stations				Staff Time		Staff Time
Total	\$125,988	\$237,800	\$125,988	\$246,300	\$118,389	\$248,600

*Assumes reduction of CDBG allocation in 2014-15 of 10%.

The City has also endorsed the priorities and guiding principles of the San Luis Obispo Countywide 10-Year

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Plan to End Homelessness - known as the 10-Year Plan (Council meeting of January 20, 2009). At that same meeting the City Council voted “to utilize the 10-Year Plan and the Guiding Principles as guidance for future efforts, both within the City and in cooperation with the regional partners, to address and prevent homelessness in the County of San Luis Obispo.” Implementation of the 10-Year Plan is intended to close gaps in the continuum of care for homeless individuals and families and will link and improve the use of limited funding resources to achieve the goal of addressing chronic homelessness.

Providing a strategy to work towards programs that transition people out of homelessness has been a regional effort. The City has partnered with the County, other cities, and nonprofit entities to provide programs that advance goals outlined in the 10-Year Plan. While the City has a role to serve, the City is not a social services agency and the City’s role is to support and strategically supplement efforts led by the County, which has both the financial resources and expertise in social services.

County Role in Addressing Homelessness

1. Social services agency and regional leader in addressing the needs of the County’s homeless population.
2. Receives federal and state funding from various sources to provide a wide range of programs and services aimed at enhancing self-sufficiency while ensuring that safety and basic human needs are met for the people of the County.
3. Regional expert in social service needs with several departments dedicated to providing services to the homeless. A list of some of these services include:
 - a. Case management
 - b. Mental health services
 - c. Education
 - d. Emergency assistance
 - e. Transitional and permanent housing
 - f. Medical services
 - g. Social services
 - h. Transportation
 - i. Drug and alcohol counseling
4. In June of 2009, the County Board of Supervisors created the Homeless Services Oversight Council (HSOC) as an advisory committee on homeless issues with the following roles and responsibilities:
 - a. Provide a planning and policy development forum with local jurisdictions and public and private service providers to increase homeless service coordination and efficiency.
 - b. Compile and monitor data and information regarding the number of homeless and service utilization.
 - c. Advise service providers of opportunities and best practices to improve access to services.
 - d. Advocate and provide local jurisdictions with recommendations on public funding allocations based upon local needs and prioritize objectives within the 10-Year Plan.
 - e. Work with public and private partners, donors and grant makers to establish financial resources for service coordination and implementation.
5. The County Board of Supervisors recently hired a full-time Homeless Services Coordinator Program Manager to bring more focus and clarity to the fight against homelessness. The position coordinates efforts among non-profits, volunteers and local governments to identify gaps in homeless services and find ways to fill service needs.

City Role in Addressing Homelessness

1. Politically support and strategically supplement efforts lead by the County.
2. Financially support housing and service agencies whose mission it is to develop programs for the City’s homeless population.

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3. Provide funding assistance from Community Development Block Grant (CDBG), Grants-In-Aid (GIA) and General Fund monies to social service programs, such as Maxine Lewis and Prado.
4. Politically support and implement the 10-Year Plan.
5. Leverage grant and Affordable Housing Fund monies, consistent with the 10-Year Plan, to assist with the development and preservation of affordable housing.

Project Work Completed and Ongoing

The City facilitates the provision of affordable housing and provides leadership in implementing the 10-Year Plan by partnering with a variety of social service providers and the Countywide Homeless Services Oversight Council (HSOC). Providing affordable housing is one of the key objectives in transitioning homeless persons. This effort includes administration of the City's Grants-In-Aid (GIA) and CDBG program, Housing Element implementation, awards of the City's Affordable Housing Fund to support transitional and low income housing, administration of the City's Inclusionary Housing Program, and participation in the planning and execution of a variety of special projects including the warming station at the Prado Day Center, the safe parking pilot program, and the proposed Homeless Services Center project.

Many activities that the City supports are not directly related to homelessness, but may serve a homeless population. These include financial support for certain very-low income and transitional housing projects, and financial support for social service programs such as Alliance for Pharmaceutical Access and the Noor Foundation that provide medical support and services to homeless individuals among their clientele.

Maxine Lewis Memorial Shelter

Until the late 1980s, sheltering services for homeless persons living in the City were provided by the County and faith-based organizations. A combination of reduced funding along with the need for a permanent shelter site led to the construction of Maxine Lewis in 1990. Maxine Lewis provides nightly year-round services for up to 50 people. CAPSLO manages the shelter and partners with faith-based organizations to provide nightly overflow services for up to an additional 40 people on a rotating monthly basis. In fiscal year 2011-12, daily overnight stays at the shelter were 29,063 and daily breakfast and dinner meals served were 68,433. CAPSLO estimates these numbers will be similar for fiscal year 2012-13.

In fiscal year 2012-2013 the City provided a total of \$120,984 (\$75,988 from CDBG and \$45,000 from General Fund) and the County provided a total of \$166,378 (\$68,074 from CDBG, \$33,446 from Emergency Shelter Grants (ESG) and \$64,858 from General Fund) in funding support to the shelter. CAPSLO has requested \$148,080 in funding support from the City in fiscal year 2013-14, which is a 2.2% increase over their request from 2012. CDBG funding for the shelter is anticipated to be \$75,988 for 2013-14 and \$68,389 for 2014-15 (maximum allocation allowed). Due to on-going CDBG grant funding reductions, staff recommends increasing General Fund support based on the Consumer Price Index (CPI) for Maxine Lewis by \$1,000 for 2013-14 and an additional \$1,000 for 2014-15.

Prado Day Center

In 1997, the City partnered with CAPSLO, the interfaith Coalition for Homelessness, the County, the business community and the Friends of Prado Day Center to construct and operate the Prado Day Center located on City property adjacent to the Corporation Yard. Under contract with the City, CAPSLO operates the facility that provides a variety of services, including case management, dental and health services and meals. In fiscal year 2011-2012, the total number of unduplicated clients was 1,481, total attendance was 48,789 and daily breakfast and lunch meals served were 64,796. CAPSLO estimates these numbers will be similar for fiscal year 2012-2013.

In fiscal year 2012-2013 the City provided a total of \$53,700 from the General Fund and \$11,300 in free bus tokens and the County provided a total of \$94,103 (\$29,174 from CDBG, \$19,685 from ESG and \$45,244 from General Fund) in funding support to Prado. The City provided the land for Prado at no charge and no annual lease. In addition, CAPSLO is not required to pay for water, sewer, and trash service as the City covers these

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operating expenses. These resources do not cover all on-going operating costs for the center. An operating deficit is forecast to continue for the 2013-2015 Financial Plan period. As a result, Friends of Prado Day Center will continue to play a vital role in fundraising within the community to support the center. Staff recommends continuing General Fund support for Prado in the amount of \$53,700 for 2013-14 and \$53,700 for 2014-15.

Safe Parking Pilot Program

On March 20, 2012, the City Council authorized CAPSLO to operate a safe parking pilot program for up to five vehicles on a portion of the property located at 43 Prado Road adjacent to Prado. On June 22, 2012, CAPSLO initiated the pilot program that provides homeless persons with vehicles a safe place to temporarily park with the goal of eventually transitioning them into permanent housing. Based on reports from CAPSLO and the Police Department, the program is accomplishing its goal of providing a safe place for those living in their vehicles to sleep while working towards transitioning into permanent housing. On October 2, 2012, Council received a presentation on CAPSLO's safe parking pilot program, including its operation issues, participant success, and lessons learned through the initial months of operation. At that meeting, Council extended the pilot program for an additional six month period and directed staff to develop amendments to the Municipal Code to allow a permanent safe parking program.

CAPSLO has estimated the cost to operate and manage the pilot program for the first year will be \$25,300. A significant portion of this cost is associated with case management, which is a requirement of the program. This equates to a cost of approximately \$5,000 per vehicle on an annual basis. Both the City and County contributed \$8,750 each to support operation of the pilot program for the first year with CAPSLO absorbing the remaining costs.

Staff is currently developing amendments to the Municipal Code to allow a permanent safe parking program consistent with Council direction. Until the amendments are adopted, costs associated with an ongoing citywide program are unknown since they will be based on demand, site availability and program requirements. At this time, staff recommends funding the safe parking program in the amount of \$10,000 for 2013-14 and \$10,000 for 2014-15. This recommendation is based on the marginal cost increase for the existing program, approval of an expanded program during the 2013-15 Financial Plan period and the average cost per vehicle of other operating safe parking programs in the state. This recommendation is a challenge allocation and predicated upon continued partnership and financial support from the County and site operator. Please refer to the Prado Day Center Safe Parking & Warming Station Significant Operating Program Change (SOPC) request for more information.

Grants-In-Aid Program

The City's Grants-In-Aid (GIA) program provides financial support to non-profit organizations that promote the economic and social well-being of the City's citizens. To be eligible for funding, projects must be proposed by non-profit organizations with a base in the City or neighboring city; funding assistance must be tied to at least one Council established funding priority; and the request must be consistent with the Human Relation Commission's statement of purpose and bylaws. Priority funding areas are recommended by the Human Relations Commission after hearing public testimony at a Community Needs Workshop held annually. The Council adopted priorities for 2013 are:

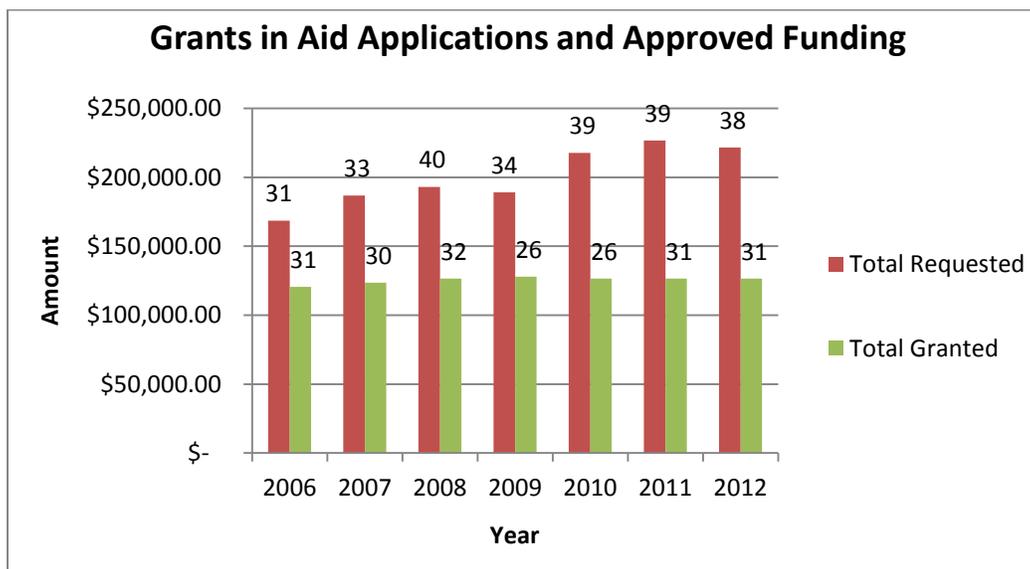
- Homeless prevention including supportive services and transitional housing
- Hunger and malnutrition prevention
- Supportive physical and mental health services
- Services for seniors and/or people with disabilities
- Supportive services for youth and their development; especially targeted to youth at risk

During the past few years, service providers have repeatedly testified at Community Needs Workshop hearings, stating a significant increase in clients and decreases in funding due to the challenging economic times. A seven

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year analysis (2006 through 2012) supports the testimony and indicates a steady increase in the number of applications received and the total amount of funds requested (see chart below). While the Grants-In-Aid program has been protected from budget reductions during the past five years, the percent of requests funded through the program has decreased from a high of 72% in 2006 to 57% in 2012.



In fiscal year 2012-2013 the City allocated \$126,600 to the GIA program. The total funding requested during the application process was \$221,710, which amounts to approximately 43% more than available funding. Prior to 2008, GIA funding levels increased incrementally based on Consumer Price Index (CPI); however, due to budget constraints the funding has remained at \$126,600 since 2008. Staff recommends increasing GIA funding by \$5,000 for 2013-14 and an additional \$2,300 for 2014-15 to provide added resources to meet Council's priorities.

Housing Programs

The Council identified the Affordable Housing Program as a Major City Goal in the 2007-09 Financial Plan and an Other Important Objective in the 2011-13 Financial Plan. The Housing Programs Manager is responsible for developing and implementing programs to promote affordable housing which address a broad range of housing needs and income levels, including:

- Administering the CDBG program that provides annual funding for eligible affordable housing projects and operational support for the Homeless Shelter.
- Administering the Inclusionary Housing program with over 250 affordable housing units. Reviewing new development projects to ensure provision of affordable housing or payment of an in-lieu fee is completed.
- Implementing Housing Element policies and programs that increase provision of affordable housing.
- Implementing an affordable housing incentive program, which includes options such as fee waivers, exceptions to property development standards and density bonuses.
- Working closely with the Housing Authority, Housing Trust Fund, and other non-profit organizations on affordable housing projects and programs.
- Expanding the range of housing assistance available by seeking grants, loans and other funding sources.
- Administering the Affordable Housing Fund that has provided approximately \$6,000,000 in direct assistance and leveraged other grant and tax credit financing to various affordable housing projects.
- Assisting low and moderate income households in the purchase or rent of affordable housing.

As part of the 2013-15 Financial Plan, the City is facing an on-going budget gap for the Housing Programs. This gap is a result of the direct reduction in CDBG funding from the federal government. Historically, the Housing Programs has been funded through CDBG funds. CDBG program administration is limited to 20% of the City's

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CDBG allocation, which results in a \$24,082 funding gap for the Housing Programs for the 2013-14 fiscal year. This is due to the ongoing decreases in available CDBG funding that is transferred to the City. Based on the latest available information from the County and the U.S. Department of Housing and Urban Development (HUD) continued funding reductions to the CDBG program are anticipated for the City's upcoming 2013-2015 Financial Plan period, resulting in an on-going budget gap for the Housing Programs.

In the 1980s the City utilized CDBG funding to provide a loan to the Park Hotel for historic rehabilitation efforts. A separate fund and account were established to track the re-payment of the Park Hotel loan, which was repaid in March 2004. The Park Hotel Fund was used to close the funding gap for the Housing Programs in fiscal year 2012-13 and the fund currently has a balance of \$17,924. Staff recommends using the remaining funds in the Park Hotel Fund to partially fill the Housing Programs funding gap in fiscal year 2013-14. In addition, staff is recommending moving forward with a proposal to use 5% of Inclusionary Housing Fees collected in each fiscal year to offset the administrative costs of the program. This new proposal for administrative cost recovery will reduce the burden on the General Fund for administering the Affordable Housing Program by about \$17,000 annually. As a result, there will be no new General Fund impact during the 2013-14 fiscal year, and the General Fund will incur \$18,214 of ongoing program costs in 2014-15. Future year impacts could fluctuate depending on the amount of funds received in the Affordable Housing Fund and any changes to the amount of CDBG funding available for administrative costs. Please refer to the Housing Programs SOPC for more information.

Warming Station

In 2010, the City amended the use permit for the Prado Day Center to be used at night for a warming station during the winter months. The warming station was active for the first time in the winter of 2010 and allowed those living outdoors during inclement weather to stay at the center with access to sleeping bags, food and the center's amenities. The warming station is activated based on Red Cross' forecast of weather emergencies. It keeps the center open after regular hours and is operated with one Prado staff member and volunteers attending the people seeking shelter. The warming station serves an average of 200 individuals monthly during the winter months.

Funding for the warming station is not included in the operations budget for the Prado Day Center. There is no fixed budget to run the station and CAPSLO does not have funding to support this function. The warming station was open 23 days in fiscal year 2011-12 at a cost of \$15,074. Of this amount, the City contributed \$2,500 and the County contributed \$5,000 to support operations. The County has budgeted \$7,500 in funding support for the warming station in fiscal year 2012-13, a 50% increase from 2011-12. The City funded the warming station in the amount of \$3,750 in this fiscal year, consistent with the County's increase. Although warming station operating costs have remained stable, CAPSLO's funding request has increased due to reductions in anticipated donations and funding support from the Friends of Prado. CAPSLO estimates similar operating costs during the 2013-15 Financial Plan period. Staff recommends funding the warming station in the amount of \$5,000 for 2013-14 and \$5,000 in 2014-15. This recommendation is a challenge allocation and predicated upon the continued partnership and financial support from Friends of Prado and the County. Please refer to the Prado Day Center Safe Parking & Warming Station SOPC for more information.

Homeless Services Center

In October of 2009, CAPSLO submitted an application to the City for a new homeless services center at 3451 South Higuera Street. The facility would combine services currently provided at Maxine Lewis and Prado, consistent with the 10-Year Plan. The County owns the property and has agreed to lease CAPSLO the land for \$1 a year. Project highlights include:

- Site area = 1.1 acres
- Building size = 25,000 s.f.
- Parking spaces = 60 vehicle, 6 motorcycle and 20 bicycle
- Capacity = 200 shelter spaces

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- Services offered = job training, case management, onsite classrooms, library and resource center, medical examinations and consultation, and drug, alcohol and mental health services.

On June 23, 2010, the Planning Commission approved a Use Permit to allow a homeless services center at the proposed location. CAPSLO is working to finalize the design concept for the facility, which will require review and approval by the Architectural Review Commission. Both the City and County have awarded CAPSLO CDBG funds for pre-development design costs in the amount of \$100,000 and \$125,000, respectively.

Members of the community have expressed concerns about the location of the proposed Homeless Services Center at 3451 South Higuera Street. Specific concerns articulated include inadequate site area to accommodate the proposed Center, large number of shelter beds proposed (200), lack of adequate vehicle parking and the potential for increased impacts to surrounding businesses related to illegal behaviors.

These concerns have prompted CAPSLO to suspend its fundraising capital campaign for facility construction and consider alternatives to address neighborhood compatibility. The City is working with CAPSLO to address facility impacts, including modifications to delivery of homeless services and programs as well as consideration for reducing the number of shelter beds; development of a good-neighbor policy to reduce impacts on the surrounding neighborhood; and consideration of alternative site locations for the facility.

In order to effectively and efficiently move the project forward, a Memorandum of Understanding (MOU) is recommended between the City, County and CAPSLO to formalize the common objectives and methods for achieving development of a homeless services center. The City's Administration Department will reprioritize existing activities to facilitate development of an MOU. Staff also recommends continuing to fund the homeless services center's pre-development design costs through annual CDBG allocations in the amount of \$50,000 for 2013-14 and \$50,000 for 2014-15.

Homeless Services Advocacy

City staff has established a Homeless Issues Working Group to support and implement the 10-Year Plan and to identify, evaluate, and implement strategies to reduce the impacts of homelessness on the City. The Working Group meets bi-monthly and is made up of executive team members that have programmatic responsibility in areas that serve the homeless population, or serve community members that are impacted by homelessness.

The City's Housing Programs Manager (HPM) provides leadership in implementing the 10-Year Plan by working with CAPSLO and other housing and service providers including considering ways to encourage transitional housing and "housing first" options. The HPM implements the General Plan Housing Element, which contains policies and programs that support housing and service agencies whose mission it is to develop programs for the City's homeless population. The HPM promotes collaborative efforts and opportunities to address the needs of the homeless population and acts as the City liaison to the HSOC and FPDC.

The City should continue to expand partnerships with the County, other cities, and nonprofit entities to provide programs that advance goals outlined in the 10-Year Plan. The City's Administration Department will reprioritize existing activities to facilitate improved collaboration and communication between regional partners for delivery of expanded homeless services and resources.

Police Department – Community Action Team (CAT)

In November 2012, the City Manager approved the Police Department's efforts in designating a permanent specialized two officer unit known as a Community Action Team (CAT). This team was formed through the shifting resources by removing one officer from the Special Enforcement Team (SET) and one from Patrol.

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The mission of CAT is to address adverse and illegal behaviors such as public intoxication and aggressive panhandling that impact the community. In any given day police calls for service or self-initiated activity dealing with these adverse behaviors can account for up to 30% of all calls. Many of these calls involve people who are not housed and/or are transients attracted to the City by the services, the perception that the City leniently enforces laws, that the community is tolerant of antisocial behavior, and the mild climate amongst other reasons. The CAT team approach will combine the efforts of enforcement, intervention and education. Some examples of CAT duties include:

- Liaison with the City Transient Task Force to circulate information, identify trends and address concerns regarding the transient population.
- Coordinate with outreach groups including Prado, Maxine Lewis, Transitions Mental Health and Adult Protective Services.
- Develop a caseload of frequent contacts and criminal offenders.
- Work with the District Attorney, Probation, Parole and other Law Enforcement agencies to investigate, enforce and track offenders.
- Work closely with City Park Rangers to locate and identify individuals living in illegal campgrounds, vehicles and other illegal locations.
- Act as a liaison and trainer for the San Luis Obispo Police Department to provide consultation, education and training with regard to the transient and mentally ill population.
- Participate in various crime prevention activities that could include education, marketing and public speaking throughout the community.

The CAT program is currently a part of the Police Department's operational budget, which is being carried forward into the 2013-15 Financial Plan. The activities of the CAT occur citywide, and are expected to help the City accomplish three of its Major City Goals, including Homelessness, Downtown Renewal and Neighborhood Wellness.

Support CAPSLO Good Neighbor Policies

The Police Department has worked with CAPSLO in an advisory capacity in support of their Good Neighbor Policies requiring participants in services to be good stewards and citizens in our community. The department will continue to work with CAPSLO to encourage expansion of its Good Neighbor Policies to address the adverse impacts of negative client behavior citywide.

Donation Stations

The City of San Luis Obispo has recognized an increase of homelessness in our community over the years. Social service providers in SLO have indicated 50- 60% of their clients come from outside San Luis Obispo County. Existence of a genuine compassion for those in need and willingness to provide meaningful services and money to a segment of this population has been a variable making San Luis Obispo an attractive destination location for homeless individuals. Although several public and private assistance programs are available to those who seek assistance, a segment of this population utilizes solicitation or "panhandling" as a means to produce an income. This population frequently loiters in more populated areas such as shopping centers and the downtown core to solicit funds from passing pedestrians and motorists. Social service providers believe the majority of panhandlers are considered "program resistant", meaning they are not willing to commit to positive life choices needed to transition out of homelessness. Many in this subset have severe substance dependencies and cash handouts many times support addictions, and consequently have adverse impacts on a community by creating an enabling environment, drawing more program resistant individuals from other areas.

A number of communities have been successful in the use of parking meters as "donation stations" for citizens that feel compelled to give money to help others in need. Money collected at these donation stations can be earmarked for specific entities or causes depending on how the program is developed. It's recognized that the value of a dollar can go much further in the hands of a social services outlet as opposed to directly giving that

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dollar to a panhandler where there is no accountability to its benefit. This outlet allows a conscientious donor an immediate alternative to provide assistance to a responsible entity that can facilitate adequate services for those with legitimate needs and subsequently reduce the odds that a program resistant panhandler will be able to perpetuate their condition and/or addiction, strain local resources and detract from the quality of life in San Luis Obispo.

There are numerous successful meter donation station examples across the county that could be modeled. The concept is worthy of additional research and consideration for implementation. Further discussion needs to take place to identify the proper entities to establish direction, oversight and continuing maintenance should a program be developed. Many meter donation programs are operated through private entities who become direct beneficiaries of the donations. The City would engage and provide a supportive role as a program becomes developed.

Proposed Work Program

In addition to the items the City is currently working on to address homelessness above, the following key elements should be included in the work program:

Objective: Encourage existing, improved, and expanded services

1. Increase coordination and representation of City interests in discussions with the County, social services providers and non-profit organizations for delivery of existing, improved and expanded services, including case management, drug, alcohol, detoxification, and mental health services. City staff will continue to coordinate and support the City's advocacy efforts consistent with the adopted legislative platform, Major City Goal, and the 10-year plan.
2. Continue the City's Homeless Issues Working Group, and HSOC and FPDC participation to support and implement the 10-Year Plan and identify, evaluate, and implement strategies to reduce the impacts of homelessness on the City.
3. Continue, and increase where feasible, financial support for Maxine Lewis, Prado, Safe Parking Program, GIA Program, Housing Programs and Warming Station.
4. Utilize the Human Relations Commission (HRC) to outreach to the community and maintain focus and strategic support and direction on homeless issues.
5. Continue to implement Housing Element programs.
6. Work with developers to include affordable housing units in projects and to complete housing projects in process.
7. Look for new opportunities to use Affordable Housing Fund and grant monies to leverage other funds for affordable housing projects.

Objective: Support the establishment of the new homeless services center

8. Formalize the common objectives and methods for achieving development of a Homeless Services Center between the City, County and CAPSLO via a MOU. The MOU should outline details surrounding site selection, public engagement and funding.
9. Continue political and financial support for the Homeless Services Center.

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Objective: Pursue good-neighbor, safety and quality of life programs

11. Continue to initiate steps to develop a coordinated approach to illicit activities associated with illegal activities in the Downtown, illegal camping and habitation in the City's creeks and open spaces with particular emphasis on the use of the CAT team to address homeless related issues.
13. Support the involvement of a private entity to initiate a donation station program that will serve to provide funding for local homeless services and raise public awareness that donations go further than giving directly to a panhandler.
14. Continue to work with CAPSLO to develop a comprehensive Good Neighbor Policy.

WORK PROGRAM CONSTRAINTS AND LIMITATIONS

1. Declining CDBG funds are available for Homeless Shelter support.
2. Allocation of resources to address homeless issues given other competing priorities. Currently, resources committed to homeless issues are pulled away from other important City activities, such as the affordable housing program, park and open space patrols as well as open space maintenance, traffic safety and operations and police patrol.
3. Timing constraints and community concerns associated with the development of a new Homeless Services Center.
4. The City's limited ability to control the decisions and funding of outside agencies and service providers. The provision of homeless services and implementation of the 10-Year Plan requires a variety of agencies and service providers to commit to, and accomplish, their related work programs.
5. Required land use entitlements for the proposed Homeless Services Center and Safe Parking Program (use permit, architectural review, environmental review, etc.)
6. Vast number and divergent objectives of stakeholders or decision makers including the County, social service agencies, non-profit organizations, business and property owners, residents and neighborhood groups (see "Stakeholders" below).
7. The Police Department expects the consistent presence of a CAT team directed at dealing with adverse behaviors will provide a benefit to the community; however, its efforts will be spread thin as the team tries to address the varied needs of each of the Major City Goals.
8. Finding an interested lead entity to coordinate a donation station program and finding locations where donation stations will be accepted by adjacent businesses and property owners.

STAKEHOLDERS

1. Residents
2. Homeless individuals and families
3. Homeless advocates
4. Business/Property Owners (Chamber)
5. Social service agencies

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6. Faith-based organizations (Churches)
7. Community Action Partnership of San Luis Obispo County, Inc. (CAPSLO)
8. Workforce Housing Coalition (WHC)
9. San Luis Obispo County Housing Trust Fund (HTF)
10. Friends of Prado Day Center
11. Affordable housing and market rate developers
12. Inclusionary Housing owners and renters
13. People’s Self Help Housing Corporation
14. Non-profit organizations
15. Habitat for Humanity
16. Mission Community Services Corporation
17. Transitions Mental Health Association
18. Women’s Shelter Program of SLO County
19. AIDS Support Network
20. Tri-Counties Housing Corporation
21. Housing Authority of San Luis Obispo (HASLO)
22. Homeless Services Oversight Council (HSOC)
23. City Departments (Administration, City Attorney, Finance, Fire, Police, Public Works, Parks and Recreation and the Human Relations Commission).
24. County Supervisors and County staff

ACTION PLAN

Task	Date
Objective: Encourage existing, improved, and expanded services	
1. Increase coordination and representation of City interests in discussions with the County, social services providers and non-profit organizations for delivery of existing, improved and expanded services, including case management, drug, alcohol, detoxification, and mental health services.	Ongoing
2. Continue the City’s Homeless Issues Working Group, and HSOC and FPDC participation to support and implement the 10-Year Plan and identify, evaluate, and implement strategies to reduce the impacts of homelessness on the City.	Ongoing
3. Continue, and increase where feasible, financial support for Maxine Lewis, Prado, Safe Parking Program, GIA Program, Housing Programs and Warming Station.	Ongoing
4. Utilize the Human Relations Commission to outreach to the community and maintain focus and strategic support and direction on homeless issues.	Ongoing
5. Continue to implement Housing Element programs.	Ongoing
6. Work with developers to include affordable housing units in projects and to complete housing projects in process.	Ongoing
7. Look for new opportunities to use Affordable Housing Fund and grant monies to leverage other funds for affordable housing projects.	Ongoing

MAJOR CITY GOALS

IMPLEMENT COMPREHENSIVE STRATEGIES TO ADDRESS HOMELESSNESS

Task	Date
Objective: Support the establishment of a new homeless services center	
8. Execute an MOU between the City, County and CAPSLO to formalize the common objectives and methods for achieving development of a Homeless Services Center.	12/13
9. Continue, and increase where feasible, financial support for the Homeless Services Center.	Ongoing
Objective: Pursue good-neighbor, safety and quality of life programs	
10. Implement a CAT team concept to address adverse transient/homeless behaviors.	Ongoing
11. Work with CAPSLO to enhance and support a comprehensive Good Neighbor Policy.	Ongoing
12. Develop all elements needed for donation station implementation, including monitoring, maintenance, fund collection, deposition of funds, identification of recipients, and locations.	12/13
13. Council direction on option for restroom provision.	1/14
14. Collaborate with interested private entities to implement a donation station program	2/14
15. Start restroom implementation with completion date dependent upon solution (see "Assess and Renew the Downtown" goal for specific recommendation).	7/14

KEY WORK PROGRAM ASSUMPTIONS

1. The County will cooperate and provide focus and attention to the City's homeless issues by taking a leadership role in implementing the 10-Year Plan.
2. The City will commit sufficient staff and resources to complete the work plan.
3. The Human Relations Commission will be utilized to outreach to the community and maintain focus and strategic support and direction on homeless issues.
4. The City cannot solve the problem of homelessness throughout the entire County.
5. Improved implementation of the 10-Year Plan will not serve all homeless individuals and families due to resource constraints; individual ability to participate in programs due to addiction or mental health challenges; and/or program requirements (program management, oversight and operational costs, case management, residency requirements, etc.).

RESPONSIBLE DEPARTMENT

The Community Development Department will take the lead on this Major City Goal with assistance from Administration, City Attorney, Finance, Fire, Police, Public Works, Parks and Recreation and the Human Relations Commission. The City's Administration Department will be utilized to coordinate and support the City's advocacy efforts and develop collaboration for creation of a Memorandum of Understanding between the City, County and CAPSLO for the development of a Homeless Services Center. The Housing Programs Manager is tasked with facilitating provision of affordable housing and represents the City on the Housing Trust Fund Commission, Workforce Housing Coalition and Friends of Prado Day Center Board, while a City Council member serves on the Homeless Services Oversight Council (HSOC) to implement the 10-Year Plan.

MAJOR CITY GOALS

IMPLEMENT COMPREHENSIVE STRATEGIES TO ADDRESS HOMELESSNESS

FINANCIAL AND STAFF RESOURCES REQUIRED TO ACHIEVE THE GOAL

Accomplishing this goal will require ensuring staff and financial resources are available to work on and fund these efforts; continuing to provide, and expand where feasible, financial support for Maxine Lewis, Prado, Safe Parking Program, GIA Program, Housing Programs, Warming Station and Homeless Services Center; implement Housing Programs and create an MOU between the City, County and CAPSLO for the development of the Homeless Services Center.

Cost Summary

	Operating Programs		Capital Improvement Plan	
	2013-14	2014-15	2013-14	2014-15
Maxine Lewis Memorial Shelter	1,000	1,000		
Safe Parking Program* (SOPC pg. 130)	10,000	10,000		
Grants-In-Aid Program	5,000	7,300		
Housing Programs	24,058	35,214		
Prado Warming Station** (SOPC pg. 130)	5,000	5,000		
Homeless Services Center (CDBG)	50,000	50,000		
Total	\$95,058	\$108,514	\$0	\$0

* The Safe Parking Pilot Program is currently funded out of the Ventures and Contingencies budget.

** The Prado Warming Station was funded out of the Ventures and Contingencies budget in fiscal year 2011-12 and 2012-13.

Funding Sources

	Operating Programs		Capital Improvement Plan	
	2013-14	2014-15	2013-14	2014-15
General Fund	10,158	41,514		
Unrestricted CDBG Savings (Park Hotel Fund)	17,900	0		
Affordable Housing Fund 5% Administration Fee	17,000	17,000		
CDBG (Homeless Services Center design costs)	50,000	50,000		
Total	\$95,058	\$108,514	\$0	\$0

GENERAL FUND REVENUE POTENTIAL

This is not a revenue-generating work plan. However, portions of the Maxine Lewis Shelter support, Housing Programs and Homeless Services Center design costs will continue to be offset by CDBG funds. In addition, Housing Programs costs will also be partially offset by an Affordable Housing Fund administration fee. Staff will continue to seek grant opportunities and partnerships to offset work plan costs to the General Fund.

OUTCOME - FINAL WORK PRODUCT

The Action Plan outlined above will close gaps in the continuum of care for homeless individuals and families and will link and improve the use of limited funding resources to further the goal of ending chronic homelessness.