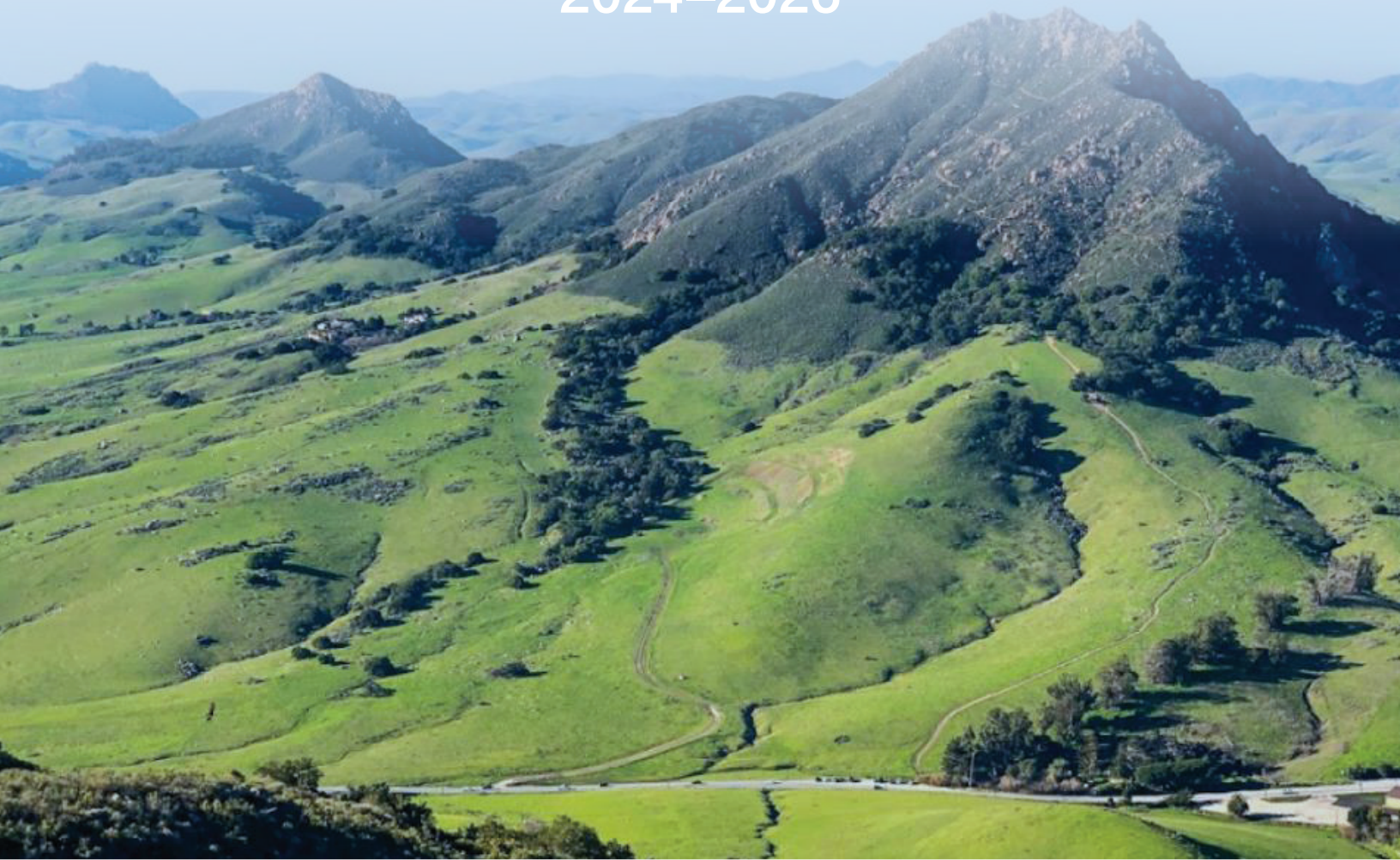




Homelessness Response Strategic Plan

2024–2026



Acknowledgments

Thank you to all the members of our community who contributed to the creation of the City of San Luis Obispo's first Homelessness Response Strategic Plan. And thank you to all City staff and key stakeholders who are part of the ongoing implementation of the plan.

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Downtown SLO
Faith Community Stakeholders
Housing Authority of San Luis
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Mobile Crisis Unit (MCU)
Public Works Maintenance Staff
Ranger Services
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Overview

Period Covered by Plan:
July 1, 2024 – June 30, 2026

Adopted by City Council:
March 21, 2023 (Resolution No. 11403)

The City of San Luis Obispo has established preventing and addressing homelessness as a key priority in alignment with its Major City Goal for Housing and Homelessness and the San Luis Obispo Countywide Plan to Address Homelessness. The creation of the City's first Strategic Plan for Homelessness Response, which was adopted by City Council on March 21, 2023, was central to the work program for the Major City Goal.

Considering the urgent need to address homelessness in the City, a continuous implementation methodology was adopted to allow staff to implement elements of the plan as it was being written. City Council provided direction to focus the strategic plan on five key components:



Photo credit: K. Donohue Photography

- 1. Regional Collaboration & Engagement**
- 2. Communications**
- 3. Data**
- 4. Pilot Programs**
- 5. Funding Opportunities**

PROGRESS UPDATES

City staff will report on the progress of the Homelessness Response Strategic Plan's objectives, key tasks, and outcome measures at the conclusion of the plan period and/or through Major City Goal reporting.

PLAN UPDATES

The 2024–26 Strategic Plan includes minor modifications to the objectives and key tasks outlined for each key component, as well as updates to the state and local priorities framework to ensure the plan's relevancy, as approved by City Council on June 18, 2024. City staff will evaluate the duration and metrics for future plans and comprehensive updates will be incorporated for each plan period.

Strategic Vision

The City's strategic planning efforts are guided by the following vision:

All community members in SLO City are empowered to successfully prevent and address concerns related to homelessness through equitable access to a variety of resources. Periods of unsheltered homelessness within SLO City are reduced due to the regional capacity to conduct timely outreach and connect individuals and families to a range of housing options.



Photo credit: K. Donohue Photography

Homelessness: The Big Picture

NATIONAL FOCUS

According to the United States Interagency Council on Homelessness (USICH), homelessness has been rising nationwide since 2016. For the first time since such data collection began, the number of unsheltered individuals, or those living in spaces not intended for human habitation (such as public spaces, cars, and abandoned buildings), outnumbered the number of sheltered individuals experiencing homelessness nationwide in 2020. As a result, Federal and State funding has increased to address issues related to homelessness.

The federal government released *All In: The Federal Strategic Plan to Prevent and End Homelessness*¹ in December 2022. *All In* sets an ambitious **goal to reduce homelessness 25% by 2025** and encourages state and local governments to develop their own strategic plans and objectives using the federal plan as a framework.

The Federal Strategic Plan is built around three ‘foundational pillars’ — **equity, data, and collaboration** — and three ‘solution pillars’ — **housing and supports, homelessness response, and prevention**. Each pillar includes strategies the federal government will implement to increase ‘availability of and access to housing, economic security, health care, and stability for all Americans’.

The Federal Strategic Plan provides the following assessment on the rise of homelessness in the United States —

“After steady declines from 2010 to 2016, **homelessness in America has been rising**, and more individuals are experiencing it in unsheltered settings, such as encampments. This increase stems from decades of growing economic inequality exacerbated by a global pandemic, soaring housing costs, and housing supply shortfalls. It is further exacerbated by inequitable access to health care, including mental health and/or substance use disorder treatment; discrimination and exclusion of people of color, LGBTQI+ people, people with disabilities and older adults; as well as the consequences of mass incarceration. As our nation faces the growing threats of climate change, more Americans are being displaced from their homes and people experiencing unsheltered homelessness face even greater risk to their health and safety as a result of climate-related crises like wildfires, floods, and hurricanes. Even as homelessness response systems are helping more people than ever exit homelessness, more people are entering or reentering homelessness.”

¹ [All In: The Federal Strategic Plan to Prevent and End Homelessness](#)

STATE PRIORITIES

At the state level, Governor Newsom invested \$7.3 billion in 2021 and an additional \$10.2 billion in 2022 to address the state’s homelessness crisis.² The State’s 2023-24 fiscal year budget only included \$3.4 billion for homelessness and the Governor’s proposed budget for FY2024–25¹ includes cuts to programs that help address homelessness and provide affordable housing. The statewide budget shortfall may have significant local impacts on homeless services and programs.² The California Interagency Council on Homelessness (Cal ICH) is responsible for overseeing the state’s coordinated response to homelessness and implementing accountability measures for homelessness resources that are distributed to local governments, including the Homeless Housing, Assistance and Prevention (HHAP) Program. The Governor’s 2024-25 budget eliminates nearly \$300 million in previously budgeted HHAP bonus funds and does not include any new funding for an additional round of HHAP funding or a commitment to fund it on an ongoing basis.³

The California Department of Housing and Community Development administers Homekey, ‘a statewide effort to sustain and rapidly expand housing for persons experiencing homelessness or at risk of homelessness.’³ Homekey provides state, regional, and local public entities with the opportunity to develop a broad range of housing types, including converting hotels and motels to permanent or transitional housing for individuals and families experiencing homelessness. Three rounds of Homekey funds have been administered to date, with the City of San Luis Obispo and People’s Self-Help Housing being awarded a Homekey Round 3 grant for the Calle Joaquin Homekey Project.⁴

COUNTYWIDE PLAN

At the local level, the County of San Luis Obispo is tasked with leading regional homelessness response efforts. Unlike its constituent cities, the County receives dedicated Federal and State funding to staff and implement programs and services that address underlying issues related to homelessness such as Social Services, Public Health, Behavioral Health, and Drug & Alcohol Services.

In August 2022 the San Luis Obispo County Board of Supervisors approved the Countywide Plan to Address Homelessness, 2022–2027 (Countywide Plan)⁴. The County outlined six key lines of effort in the plan:

- 1. Create affordable and appropriately designed housing opportunities and shelter options for underserved populations.**
- 2. Focus efforts to reduce or eliminate the barriers to housing stability for those experiencing homelessness or at risk of homelessness, including prevention, diversion, supportive services, and housing navigation efforts.**
- 3. Improve and expand data management efforts through HMIS and coordinated entry system to strengthen data-driven operational guidance and strategic oversight.**
- 4. Create, identify, and streamline funding and resources.**

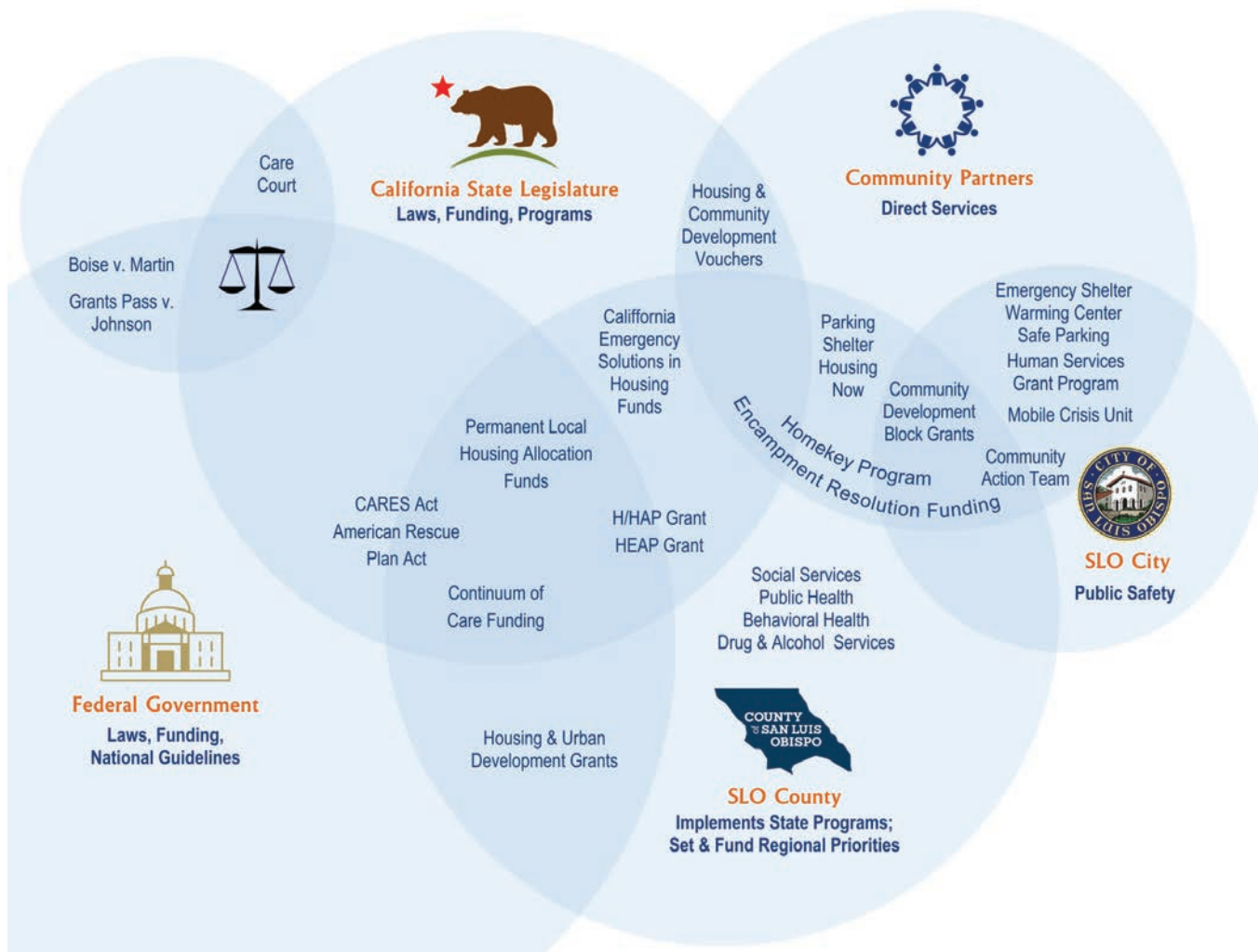
² [Governor’s Budget Summary — 2023–24](#)

³ [California Department of Housing and Community Development — Homekey](#)

⁴ [The San Luis Obispo Countywide Plan to Address Homelessness](#)

5. Strengthen regional collaboration.

6. Build public engagement through information-sharing and partnership.



The figure above provides a visualization of how each of these entities engage and overlap on homelessness response efforts. The size of each sphere demonstrates its level of influence for homeless response:

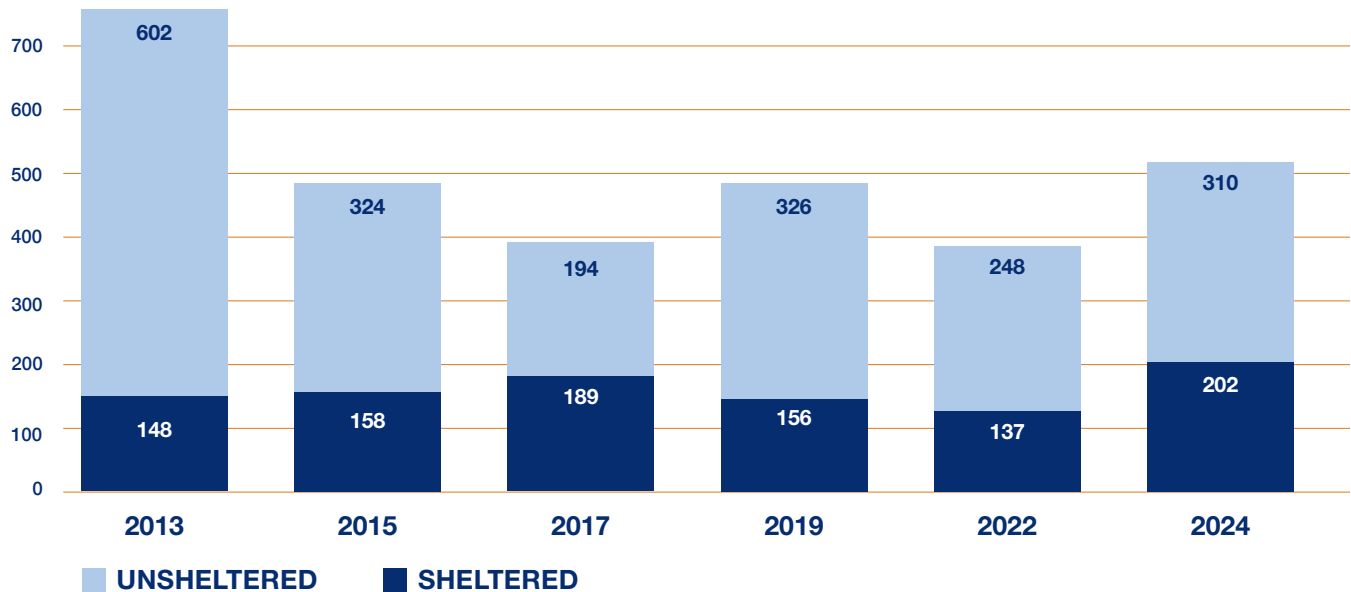
As the county seat, the City of San Luis Obispo has extended beyond its traditional role of maintaining public health and safety through law enforcement and has employed staff and engaged non-profit partners to address homelessness more urgently by increasing outreach efforts to connect homeless individuals and families with needed services.

This strategic plan outlines the City’s role as a connector to regional services and a good-faith partner in developing scalable and replicable programs for Countywide implementation. The City’s overarching objective going forward is to align with the Countywide Plan to Address Homelessness. The City views the County as the leader in regional homelessness response efforts, and wants to support the lines of effort outlined in their plan to reduce homelessness by 50% by 2027.

HOMELESSNESS IN SLO CITY

The central role that the County plays in implementing state programs, setting regional priorities, distributing federal and state funding resources, and delivering services such as behavioral health, public health, social services, and drug and alcohol services plays an integral role in the City's homelessness response efforts.

SLO City Point in Time Count Data



According to the County of San Luis Obispo's 2024 Point-in-Time Count data⁵, 1,175 individuals experiencing homelessness were identified in San Luis Obispo County. Overall, the County saw a drop in the number of people experiencing unsheltered homelessness and a rise in sheltered

homelessness since 2022. In the City of San Luis Obispo, the number of homeless individuals counted decreased compared to 2013 numbers and increased compared to 2022 numbers (see chart above). While unsheltered homelessness increased since 2022, sheltered homelessness is at an all-time high in San Luis Obispo.

The City of SLO is encouraged by the trend of more unhoused individuals being sheltered, but the rise in SLO's unsheltered homelessness numbers confirms the need for a more robust housing continuum and service capacity to prevent and address homelessness.

Societally, homelessness has a broad ripple effect. In November 2022, the City conducted a public survey to inform this strategic plan. Of the 592 individuals surveyed, 88% stated that they had never personally experienced homelessness;



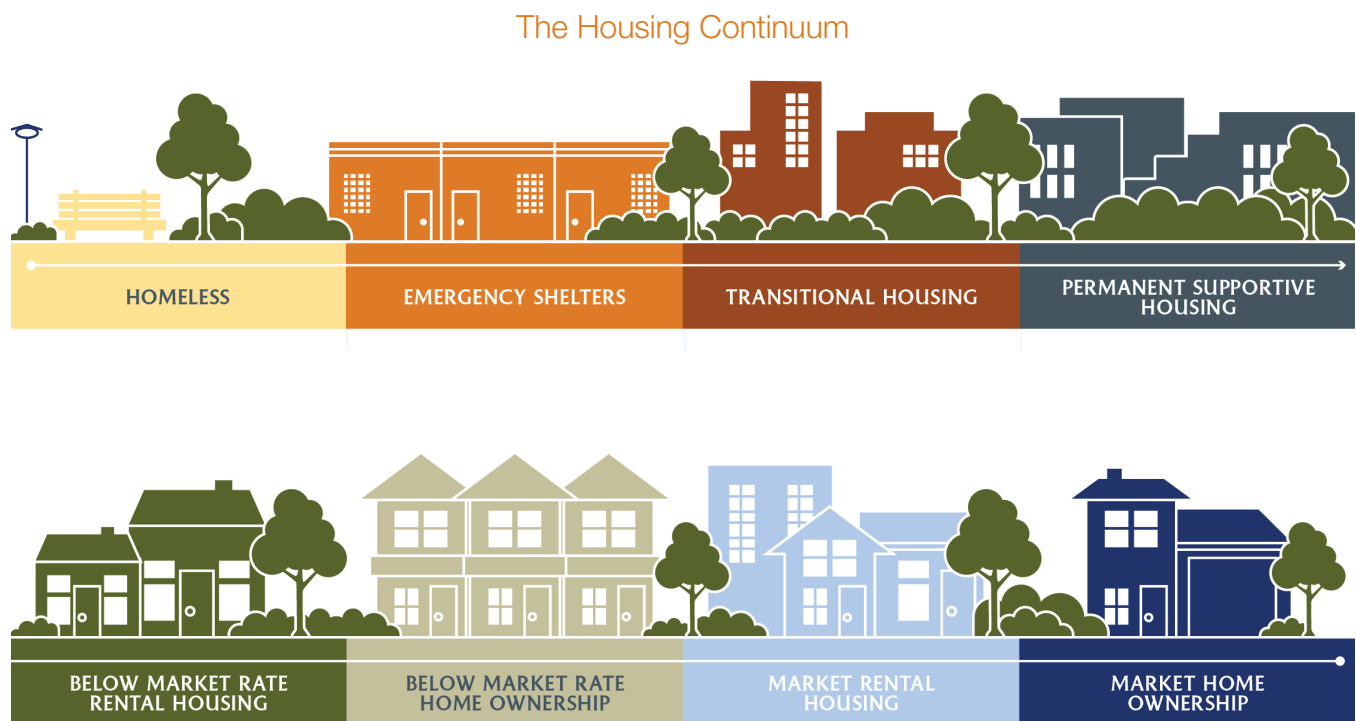
⁵ 2022 San Luis Obispo County Homeless Count and Survey Comprehensive Report

However, 50% stated that they knew a friend or family member who has experienced homelessness and 87% stated that they observed people experiencing homelessness in the City of San Luis Obispo on a daily basis.

The experience of homelessness has detrimental effects on a person’s mental, physical, and emotional health. In these conditions, individuals experiencing long-term homelessness may resort to negative coping mechanisms (warming/cooking fires in areas of high vegetation, substance dependency, panhandling, etc.) which amplify the adverse impacts to the individual and compromises a broader sense of public safety and security. These problems are exacerbated when individuals who have pre-existing mental health and/or substance abuse issues fall through cracks in the healthcare system and become homeless. As a result, homelessness prevention must be an important part of any strategy.

As mentioned in the Countywide Plan, the average rent in the County has increased by 46% since 2016. As of February 2022, the average rent in the County was \$2,347 per month (\$719 more than the national average). The County of SLO is the second least affordable small metro area in the entire nation, with cost of housing about 51.7% higher than the national average making it the fourth highest housing cost in the United States. Of all jurisdictions within the County, the City of San Luis Obispo has the highest percentage of renters that are spending over 30% of their income on rent.

This Homelessness Response Strategic Plan outlines the City’s role in implementing strategies to prevent homelessness and connect individuals experiencing homelessness to services and housing. The graphic below is a visual representation of the continuum of housing, and this strategic plan proposes expanding the continuum to meet the needs of key beneficiary groups who are experiencing homelessness in the City of San Luis Obispo.



Public Engagement

Homelessness is an issue that touches every part of the community from personal wellbeing to public safety and environmental impact. As such, community feedback has been a vital component in shaping the City's Strategic Plan.

Community feedback was collected through an online survey that was posted on the City's Homelessness Prevention and Assistance webpage and shared across City communication channels. The survey was available to all City of San Luis Obispo community members from October 18 through November 19, 2022, and a total of 592 responses were received.

The City's Homelessness Response Manager and Homelessness Response Coordinator also conducted individual surveys with unsheltered and unhoused individuals to incorporate their lived experience and valuable insight into the strategic plan. The individual surveys were administered on-site at Shower the People and BMW's 'Blessed to Serve' BBQ on November 10, 2022.

In addition to those survey platforms, City staff also engaged key stakeholders in a series of feedback sessions. To encourage productive and honest discussion in the feedback sessions, staff identified six distinct stakeholder groups. This intentional format encouraged individuals and organizations to provide necessary feedback regardless of their relationship with the City (e.g. grant recipients, permit applicants, etc.). The stakeholder groups that were convened in the Fall of 2022 included:

- 1. Homeless Services Providers**
- 2. Housing Services Providers**
- 3. Healthcare Providers**
- 4. Grassroots/Activists Groups**
- 5. Business Community**
- 6. Faith-Based Groups**

A list of participating agencies and organizations, as well as a summary of the feedback that was received, are included in Appendices A and C.



San Luis Obispo community members attend the 2023 Community Forum on January 26, 2023

Strategic Framework

The City of San Luis Obispo has identified the following key components for its Homelessness Response Strategic Plan, in alignment with broader regional strategies and efforts:

- 1. Regional Collaboration and Engagement**
- 2. Communications**
- 3. Data**
- 4. Pilot programs**
- 5. Funding Opportunities**

The City's implementation strategies for each key component are outlined in the following section. The framework includes overarching goals, supporting objectives, actionable key tasks, and an overview of how the City will recognize success for each component. Personal quotes from individuals currently experiencing homelessness in San Luis Obispo are included in each section to provide lived experience perspectives.



Photo credit: K. Donohue Photography

1. REGIONAL COLLABORATION AND ENGAGEMENT

“The veteran services application for section 8 housing is 80 pages long!”

– UNSHELTERED INDIVIDUAL, SHOWER THE PEOPLE

“Being homeless, it takes a very long time to figure out how the resources can help us...You have to keep asking and asking and you connect with a lot of people. It’s a lot to coordinate and keep track of.”

– UNSHELTERED INDIVIDUAL, BMW BLESSED TO SERVE BBQ

GOAL: Collaborate with the County to engage regional partners in efforts to improve the effective use of resources and promote proven best practices.

1.1 SUPPORTING ACTIONS

Objective 1: Work collaboratively with the County’s Homeless Services Division to establish and support regional priorities, **equitable and transparent allocation of resources**, and to implement strategies in alignment with shared regional goals.

Key Tasks

1. Advocate for policies and implement programs that are in alignment with the City and Countywide strategic plans, and regularly share progress with City Council and community members.
2. Promote best practices and advocate for consistent regional measures to gauge progress on connecting at-risk and unhoused individuals with services and housing opportunities.

Objective 2: Strengthen relationships with **key stakeholders** to create alignment, accountability, and opportunities for resource sharing and collaboration.

Key Tasks

1. Commit to regular community engagement with key stakeholder groups including homeless services providers, housing services providers, faith-based groups, health care providers, downtown business community, activists, and higher education institutions.
2. Identify and develop strategies to alleviate the priority concerns of key stakeholders within the framework of the City’s strategic plan.
3. Collaborate with Downtown SLO, SLOPD, SLOFD, and City outreach teams to enhance programs and services for downtown business community (e.g. Police bike officers, Police Community Service Officers, Fire Mobile Crisis Unit, Police Crime Prevention Through Environmental Design program, Downtown SLO Ambassadors).

Objective 3: Coordinate **regional encampment and street outreach and cleanup efforts** with the County, service providers, and regional partners.

Key Tasks

1. Work with the County to support transitional and permanent supportive housing options to reduce the number, size, and location of encampments.
2. Examine current challenges with City’s encampment outreach and cleanup efforts and develop consistent strategies and processes, in alignment with the City’s Compassionate Assistance, Mitigation and Prevention (CAMP) Standards.
3. Coordinate with County on encampment and street outreach to capitalize on windows of opportunity to connect unhoused individuals to services and shelter and avoid shuffling individuals between encampment locations and jurisdictions.

Objective 4: Expand hotel voucher program in collaboration with the County to ensure a **bridge for temporary emergency shelter** is in place as new transitional and permanent supportive housing opportunities are developed.

Key Tasks

1. Collaborate with the County and homeless services providers to expand hotel voucher program in coordination and alignment with the 2023–25 Financial Plan to provide hotel vouchers, up to a specified amount of annual funding, for unhoused individuals who are unable to receive shelter due to homeless service providers being at capacity.

1.2 OUTCOMES

We will recognize success when —

1. Regional priorities, strategies, and resources are established by the County and consistently communicated to regional agencies and evaluated to ensure effective implementation.
2. Identified key stakeholder groups are consistently and intentionally engaged.
3. The number of people inhabiting encampments and experiencing homelessness on City streets is reduced.
4. Encampment and street outreach, referral, and cleanup efforts are coordinated regionally.
5. The hotel voucher program expands service provider capacity to provide shelter for unhoused individuals while transitional and permanent supportive housing options are being developed.

2. COMMUNICATIONS

“There’s not enough awareness. People are sitting in their homes comfortably and not thinking about these issues”

– UNSHELTERED INDIVIDUAL, SHOWER THE PEOPLE

“With the warming centers, most of the time I don’t know if the center will be open.”

– UNSHELTERED INDIVIDUAL, BMW BLESSED TO SERVE BBQ

“Service providers have enough going on and sometimes they don’t know where to refer us to. I started helping people who were lost and didn’t know where to go because people helped me.”

– UNSHELTERED INDIVIDUAL, SHOWER THE PEOPLE

GOAL: Enable equitable access to resources and increase transparency so that all community members are aware of efforts to address gaps in service and know where/how/when to reach out for assistance to address concerns related to homelessness.

2.1 SUPPORTING OBJECTIVES

Objective 1: Increase homelessness response communications.

Key Tasks

1. Maintain and update SLO City’s Homelessness Response website with relevant resources including information for At-Risk Community Members, Unhoused or Unsheltered Community Members, Property Owners, and Helpers.⁶
2. Increase awareness of Ask SLO platform and streamline responses across homelessness response team.
3. Collaborate with service providers, the County, and other regional partners to co-facilitate an annual community forum focused on homelessness and local response resources.
4. Conduct bi-annual survey to measure awareness of existing homeless services, evaluate duration and metrics for future plans, incorporate relevant updates to survey questions, and provide incentives (such as gift cards) to increase engagement and elicit more effective feedback.⁷
5. Ensure that property owners are informed of their rights and available resources and actions that can be taken to prevent and address issues related to homelessness, including opportunities through the City’s Safe Housing Program and Cal Poly’s Educated Renter Program.
6. Update City’s Homeless Resources Pocket Guide annually and distribute to key stakeholders including service providers, regional partners, outreach staff, and unhoused and unsheltered community members to prevent and address issues related to homelessness.

⁶The City of San Luis Obispo’s Homeless Response website has been updated with relevant resources and will be maintained and updated on an ongoing basis.

⁷Initial community survey was conducted in the Fall of 2022, including individual surveys to unhoused and unsheltered individuals.

Objective 2: Communicate **consistent homelessness response messaging** across region.

Key Tasks

1. Collaborate with regional partners to develop and implement a communications strategy to inform residents, property owners, and the business community about individual and joint efforts to address homelessness, as well as strategies and resources to address and reduce adverse impacts.
 2. Establish consistent web, print, and field outreach resources across the region for people vulnerable to or currently experiencing homelessness that are easily accessible and provide clear information on accessing needed services.
 3. Update the City's external communication portals (e.g., website) to include regional homelessness resources.
-

2.2 OUTCOMES

We will recognize success when —

1. Our community members know where to go for information and resources related to homelessness.
2. The County is widely recognized as the leader in regional homelessness response efforts.
3. Effective talking points are consistently shared across our City and Region.
4. At-risk community members and unhoused individuals are clear about service capacity and where to obtain services to prevent and address homelessness.

3. DATA

“Even I was shocked when I became homeless at how many other people were homeless. Once you are here it’s pretty hard to get out.”

– INDIVIDUAL EXPERIENCING HOMELESSNESS, BMW BLESSED TO SERVE BBQ

“You think I’m out here because I want to be? I never thought I’d be here.”

– UNSHELTERED INDIVIDUAL, SHOWER THE PEOPLE

“I’ve been homeless for close to a year... It’s been on and off for short periods of time.”

– UNSHELTERED INDIVIDUAL, BMW BLESSED TO SERVE BBQ

GOAL: Streamline internal and external data collection processes to enable timely and effective coordination of homelessness response efforts and provide analysis to inform best practices.

3.1 SUPPORTING OBJECTIVES

Objective 1: Utilize a **shared data platform**.

Key Tasks

1. Develop and pilot a digital homeless encampment management tool to streamline field staff outreach, referral, and response efforts to connect unhoused individuals with needed services.⁸
2. Advocate for a shared data platform for City outreach staff utilization, for instance City participation in the Countywide HMIS.

Objective 2: Increase **data sharing between agencies**.

Key Tasks

1. Establish referral system for City staff to make referrals to service providers through the homeless encampment management tool to track outcomes and increase referrals for unhoused individuals.⁹
2. Coordinate with County to conduct on-site encampment visits and assess data needs and barriers to accessing services.
3. Work with SLO County Homeless Services Division and SLOCOG to advocate for countywide tracking of regional shelter beds and interim and supportive housing units.

⁸ The digital homeless encampment management tool (Survey123 GIS app) was launched in December 2022 and is being used by City field staff.

⁹ The digital homeless encampment management tool includes service provider referral capabilities.

Objective 3: Increase transparency of **below market rate housing inventory** and **make data more accessible** to service providers and regional partners.

Key Tasks

1. Utilize the City's below market rate housing administrator data to connect individuals at risk of experiencing homelessness with housing opportunities.
 2. Share information with the County and regional partners on upcoming affordable housing units.
 3. Promote regional programs (e.g. Section 8 Voucher program) to property owners within the City.
-

3.2 OUTCOMES

We will recognize success when —

1. Information is shared more efficiently increasing the placement of unhoused individuals into temporary or permanent supportive housing.
2. Shared data resources make it easier for outreach professionals to routinely make successful referrals connecting unhoused individuals with services.
3. City staff and regional partners share a tool for data entry that ensures consistency and improves outcomes across the region.
4. Encampment cleanups and outreach efforts are coordinated regionally.

4. PILOT PROGRAMS

“A shower is one of the keys to keeping your dignity.”

– UNHOUSED INDIVIDUAL, SHOWER THE PEOPLE

“Unhoused individuals just need a place to lock up their stuff and feel safe sleeping at night.”

– UNHOUSED INDIVIDUAL, SHOWER THE PEOPLE

“I used to use the Railroad Safe Parking, but the community complaints drove me away...I really do appreciate and respect the 40 Prado staff working that though.”

– UNHOUSED INDIVIDUAL, SHOWER THE PEOPLE

GOAL: Collaborate with the County to develop scalable and replicable programs to connect those experiencing homelessness to a variety of shelter and housing options through timely outreach, and advocate for County implementation of successful programs.

4.1 SUPPORTING OBJECTIVES

Objective 1: Continue development of **City-operated pilot programs** and share best practices with County for potential **regional implementation** if proven effective.

Key Tasks

1. Continue development and operation of Community Action Team (CAT) and Mobile Crisis Unit (MCU) programs. Support CAT and MCU encampment outreach efforts to connect unhoused individuals with needed services by developing clear and effective policies and procedures.
2. Document successful outcomes for CAT and MCU deployment and share outcomes and best practices with the County.
3. Meet regularly with the County’s Homeless Services Division to evaluate the effectiveness of City-operated pilot programs and discuss long-term sustainability and implementation at the County level.¹⁰
4. Provide quantitative and qualitative data to County showing the impact of City pilot programs
5. Implement Behavioral Health Partnership with the County to provide Licensed Psychiatric Technicians to be paired with City CAT and MCU teams.

¹⁰. Bi-weekly meeting schedule implemented between City’s Homelessness Response staff and the County’s Homeless Services staff.

Objective 2: Coordinate with the County to identify, **develop, and implement new pilot program opportunities** to provide shelter and housing specifically for **chronically homeless individuals, medically vulnerable individuals, and families.**

Key Tasks

1. Establish partnerships with key stakeholder groups including housing providers, homeless services providers, and faith-based community organizations to provide new transitional and permanent supportive housing resources for individuals and families.
 2. Research emergency and transitional shelter, and permanent supportive housing, programs that address target beneficiary populations and advocate for further development of small-scale pilot programs.
 3. Pursue opportunities with the faith-based community to develop safe parking or tiny home placement initiatives.¹¹
 4. Proactively coordinate with the County to assess new pilot program models and determine feasibility.
 5. Proceed to implement the Rotating Overnight Safe Parking Pilot Program.
 6. Advocate for the County to implement a regional overnight safe parking model.
-

3.2 OUTCOMES

We will recognize success when —

1. City-operated pilot programs are proven effective and financially sustainable.
2. Pilot programs are developed and implemented in collaboration with the County and achieve long-term sustainability.

¹¹ Follow up stakeholder meeting scheduled with faith-based community to discuss partnership and collaboration opportunities.

5. FUNDING OPPORTUNITIES

“It’s almost like California dares you to make it out here with the cost of living.”

– UNSHELTERED INDIVIDUAL, BMW BLESSED TO SERVE BBQ

“I would write a grant for garbage collection services. People produce a lot of trash when they’re homeless. Mounds of garbage alienate people from the homeless.”

– UNSHELTERED INDIVIDUAL, SHOWER THE PEOPLE

GOAL: Proactively seek funding opportunities to meet localized needs as aligned with regional goals to prevent and address homelessness.

5.1 SUPPORTING ACTIONS

Objective 1: Strategically apply for **funding opportunities** for homelessness response in **coordination with the County and non-profit partners** to secure funding that may become available through Federal and State, and other sources.

Key Tasks

1. Collaborate with County and regional partners to strategically apply for ongoing and one-time homelessness response funding opportunities.
2. Track homelessness response grant opportunities as appropriate to meet City goals and objectives outlined in this strategic plan.
3. Establish partnerships with donor organizations with an interest in addressing homelessness through municipal government.
4. Identify and apply for funding opportunities in collaboration with the County that will increase outreach and case management services to provide unhoused individuals with needed resources and opportunities to engage in services.
5. Seek funding for homelessness prevention pilot programs.

Objective 2: Support efforts to establish and sustain **emergency, transitional, and permanent supportive housing** for key beneficiary groups including chronically homeless individuals, medically vulnerable individuals, and families.

Key Tasks

1. Establish partnerships with housing developers and homeless services providers to submit funding applications in coordination with the County (e.g. Homekey Grant Funding) that will provide new transitional and permanent supportive housing resources for families.
2. Collaborate with housing developers and homeless services providers to expand below market rate housing options and coordinate with the County to ensure inclusion of wrap around and support services.
3. Advocate for development of skilled nursing facilities and recuperative care facilities in San Luis Obispo County that can serve extremely low-income individuals.

Objective 3: Engage in efforts to leverage resources to develop a more robust regional service delivery system.

Key Tasks

1. Participate on the Steering Committee for the Countywide Strategic Plan to Address Homelessness.¹²
 2. Regularly participate in activities convened by the Homeless Services Oversight Council, Coordinated Entry System Lead Agencies, homelessness response provider agencies, and neighboring jurisdictions to identify opportunities to leverage funding resources.
 3. Provide recommendations to the County of SLO Homelessness Accountability Commission and advocate for the formation of key metrics to monitor and improve resource allocation to effectively decrease homelessness.
 4. Participate in and support the strategic planning process for CAPSLO and 40 Prado Homeless Services Center.
-

5.2 OUTCOMES

We will recognize success when —

1. The County uses its established metrics to guide actions and confirm the positive impact of regional efforts to reduce homelessness.
2. The City reaches key performance indicator (KPI) targets for below market rate housing production and implements successful transitional housing projects to help bridge the gap between emergency and permanent supportive housing solutions.
3. The City collaborates with County and regional partners on funding opportunities and receives funding for regional efforts.

¹² Homelessness Response Manager participated in the Steering Committee for the Countywide Strategic Plan development process in 2022.

APPENDIX A | PLANNING PROCESS

In December 2020, the City of San Luis Obispo allocated funding for its first Homelessness Response Manager who started work for the City in April 2021. Following the creation of the new position, City Council adopted the 2021–2023 Major City Goal for Housing and Homelessness. The City's first Homelessness Response Strategic Plan was a central component of the work program.

GAPS ASSESSMENT

The City's Homelessness Response Manager conducted an extensive gaps assessment upon entering into the role on May 5, 2021 and presented findings to City Council on November 16, 2021.

KEY FINDINGS SUMMARIZED

Through regular meetings with City residents, elected officials, City departments, emergency services providers, County departments, continuum of care organizations, local nonprofits, healthcare providers, and local activists, the Homelessness Response Manager identified the following five key components as having the greatest potential for positive and lasting impact on homelessness in the City of San Luis Obispo:

- 1. Regional Collaboration and Engagement:** The challenges associated with addressing homelessness do not always follow jurisdictional lines. This is particularly true with respect to the “continuum of shelter.” Each community cannot provide every type of shelter that is needed in the region, and resources are not equally available for jurisdictions to provide the full range of services needed. As a result, regional collaboration, advocacy work, and ongoing engagement with partners across the region are important aspects of the City's strategic approach.
- 2. Communications:** Many external communications materials related to homelessness — including printed notices, flyers, pamphlets, and web resources — were found to be outdated. This has led to a misalignment of community expectations and current City policies/law enforcement capacities. Clear, timely, and consistent communication is necessary to keep interdepartmental staff, as well as concerned members of the public, aware of ongoing homelessness response efforts and resources.
- 3. Data:** Nearly every stakeholder group identified either a lack of data, or data sharing, as a key gap in existing services. While the City does not have authority over or access to service providers systems such as Coordinated Entry or the Homelessness Management Information System (HMIS), multiple City departments directly engage with the homeless population and participate in data collection on a daily basis. The ability to streamline City data and coordinate with service providers is critical to establishing data informed best practices.
- 4. Pilot Programs:** While the City does not have dedicated funding streams for homelessness response programs, its practice of establishing pilot programs¹³, proving effectiveness, and advocating for county adoption has enabled the city to “lead by example”. This model presents many opportunities to address gaps in outreach services and contribute to the development of local shelter capacity/variety; however, the City must work in close coordination with the County to develop pilot program models that align with regional priorities to ensure programmatic implementation and sustainability.

¹³. Current City pilot programs include the Community Action Team and Mobile Crisis Unit.

5. Funding Opportunities: As the Federal Government and State of California have recognized the urgency of the homeless crisis, more funding has become available. While it is not practical to pursue every available funding opportunity, the City will support the County in establishing clear regional priorities, collaborating on identified funding opportunities, and implementing all funding requirements that pertain to the City.

COORDINATION WITH COUNTY PLANNING EFFORT

In April 2021, the County of San Luis Obispo began a new strategic planning effort to address homelessness. Recognizing the County’s leadership role for regional homelessness response efforts and services, while also considering the urgent need to address homelessness within the City of San Luis Obispo, Council approved a continuous implementation methodology for the Strategic Plan.

This methodology allowed for continuous assessment and troubleshooting to address immediate needs, which in turn informed the City’s long-term strategy. In other words, the City has not waited for a written plan to start taking action.

As a result, the Homelessness Response Manager presented study session updates on the City’s strategic plan in a series of City Council Meetings on November 16, 2021, June 21, 2022, and September 20, 2022.

Following the Board of Supervisor’s adoption of a 5-Year Countywide Strategic Plan to Address Homelessness on August 9, 2022, the City of San Luis Obispo worked to formalize its own strategic plan in alignment with regional goals.

COMMUNITY ENGAGEMENT

To inform the Strategic Plan, the City reviewed data on homelessness within San Luis Obispo and the surrounding region, examined related City policies and planning documents, facilitated community feedback through an online survey, conducted feedback sessions with key stakeholder groups, and administered field surveys of people currently experiencing homelessness in the City of San Luis Obispo. These forums provided participants the opportunity to share feedback on the most pressing concerns related to homelessness, available resources, and opportunities for future efforts in each of the plan’s five key component areas.

Online Survey Methodology

Community feedback on the City’s Strategic Plan was collected through a 15-question online survey on the Open Town Hall platform. The survey was available to the public from October 18 to November 19, 2022.

The survey was distributed through various City communication channels, including the City website, social media channels, email outreach, local radio, and word of mouth awareness. The survey was accessed via the Homeless Response page on the City of SLO’s website, www.slocity.org/homelessness, and received a total of 592 responses.

Stakeholder Feedback Methodology

In an effort to inform the Strategic Plan to Prevent and Address Homelessness, the City convened groups of similarly situated stakeholders to provide insights and recommendations. Six key stakeholder groups were identified: Homeless Services Providers, Housing Services Providers, Healthcare Providers, Activist Groups, Business Community, Faith-Based Community Groups. A list of agencies and programs represented through the stakeholder engagement process is included in Table 1 below:

Table 1: Feedback Session Participating Agencies & Organizations

Homeless Services Providers

40 Prado Homeless Services Center
5Cities Homeless Coalition
El Camino Homeless Organization
Family Care Network
Lumina Alliance
Restorative Partners
Shower the People
Transitions-Mental Health Association

Housing Services Providers

Habitat for Humanity
People's Self-Help Housing
The Housing Authority of the
City of San Luis Obispo

Healthcare Providers

GenCal Health
Community Health Center
County of San Luis Obispo Behavioral Health
Dignity Health / French Hospital Medical Center

Activist Groups

Diversity Coalition
Gala Pride and Diversity Center
Hope's Village of SLO
Individual Community Activists
League of Women Voters
Save Our Downtown
SLO Street Medics
SLO YIMBY

Business Community

Downtown SLO
San Luis Obispo Business Owners
San Luis Obispo Chamber of Commerce

Faith-Based Groups

Calvary SLO
Congregation Beth David
Jewish Family Services
Mission San Luis Obispo de Tolosa
Mt Carmel SLO
Renovate Church
SLO United Church of Christ
SLO United Methodist Church
St. Stephen's Episcopal Church
Unitarian Universalists San Luis Obispo
United Way

Outreach for each of the community feedback sessions was done by the Homelessness Response Manager and Homelessness Response Coordinator, with key stakeholders being identified and contacted via email.

The feedback sessions were held in person at various locations between November 1 and November 18, 2022.

Unhoused Field Survey Methodology

Individual surveys were administered to sheltered and unsheltered homeless individuals on November 10, 2022, at two different locations in San Luis Obispo. A total of 23 individuals participated in the survey, including 11 unsheltered individuals and 12 individuals living out of their vehicles.

The first survey location was at Unitarian Universalist Church (2201 Lawton Avenue), where Shower the People provides showers to unhoused community members. The second survey location was at BMW of San Luis Obispo (1251 Calle Joaquin), where BMW provides a weekly ‘Blessed to Serve’ BBQ for unhoused community members.

Interviews were conducted with individuals while they waited or after they received their shower/meal, and responses were documented on handwritten survey forms. All participants were provided with a gift card incentive for participating in the survey.

Data from the survey enabled a more comprehensive understanding of the experiences of unhoused individuals. To center the voices of those experiencing homelessness throughout this plan, quotes from these survey responses are featured at the beginning of each key component section.

STRATEGY DEVELOPMENT

Two-Year Time Frame

The City of San Luis Obispo developed a 2-year Homelessness Response Strategic Plan to implement a realistic, action-oriented plan per City Council’s guidance.

The 2-year framework was intentionally established to create accountability and allow for ongoing evaluation and adaptability to adjust objectives and strategies in response to the changing landscape of homelessness in San Luis Obispo.

Year 1 Focus: Establish priorities, align with newly adopted Countywide Plan, and amplify what is working.

Year 2 Focus: Develop new resources and partnerships in alignment the County and service providers to address ongoing gaps.

While our initial 2-year plan aims to encompass the City and Region’s current priorities, other priorities and tasks will be included in future updates to the strategic plan, in continued alignment with the County and State programs and opportunities.

Alignment

Initiating this plan in FY 2022 allows for established goals to influence the City's 2023–2025 Financial Plan. Renewal of the plan in 2-year intervals aligns with the City's 2020–2028 Housing Element as well as its 2019–2028 Regional Housing Needs Allocation (RHNA). Moreover, the City's 2-year cycle allows time to analyze lessons learned and best practices that can meaningfully contribute to an updated regional strategy following the current 2022–2027 Countywide Strategic Plan to Address Homelessness.

Based on findings from the information gathering and stakeholder engagement processes, the City of San Luis Obispo identified 2-year goals for each of the plan's five key components: 1. Regional Collaboration and Engagement, 2. Communications, 3. Data, 4. Pilot Programs, 5. Funding Opportunities.

To support the successful attainment of each goal, the the City developed objectives, key tasks, and measures for recognizing success. In addition, the City also explored ways in which each goal may align with or enhance the impact of the 5-year Countywide Strategic Plan to Address Homelessness, as demonstrated in Table 2 of next page.



Photo credit: K. Donohue Photography

Table 2: Alignment of Strategic Plan Goals

City-Level Key Components

1. REGIONAL COLLABORATION & ENGAGEMENT

Engage regional partners in collaborative efforts to **improve the effective use of resources.**

2. COMMUNICATIONS

Enable **equitable access to resources** and increase transparency so that all community members are aware of efforts to address gaps in service and know **where/how/when to reach out for assistance** to address concerns related to homelessness.

3. DATA

Streamline internal and external data collection processes to enable timely and effective coordination of homelessness response efforts and provide analysis to inform best practices.

4. PILOT PROGRAMS

Collaborate with the County to **develop scalable and replicable programs** to connect those experiencing homelessness to a variety of shelter and housing options through timely outreach, and **advocate** for County implementation of successful programs.

5. FUNDING OPPORTUNITIES

Proactively **seek funding opportunities** to meet localized needs as aligned with regional goals to prevent and address homelessness.

Countywide Lines of Effort

LINE OF EFFORT 5

Strengthen regional collaboration.

LINE OF EFFORT 6

Build public engagement through information-sharing and partnership.

LINE OF EFFORT 3

Improve and expand **data management efforts** through [countywide] HMIS and coordinated entry system to strengthen data-driven operational guidance and strategic oversight.

LINE OF EFFORT 1

Create affordable and appropriately designed housing opportunities and shelter options for underserved populations.

LINE OF EFFORT 2

Focus efforts to reduce or **eliminate the barriers to housing stability** for those experiencing homelessness or at risk of homelessness, including prevention, diversion, supportive services, and housing navigation efforts.

LINE OF EFFORT 4

Create, identify, and **streamline funding and resources.**

APPENDIX B | METRICS

The 2022–2024 implementation of the Homelessness Response Strategic Plan will help develop and define baseline data to be used for accountability and tracking. The following metrics are initial methods for measuring progress towards Strategic Plan goals, and may evolve during implementation of the 2-year Strategic Plan.

REGIONAL COLLABORATION & ENGAGEMENT

Metric 1: Number of engagement opportunities with key stakeholder groups, with the goal of three engagement opportunities per quarter.

- Data Sources: Internal data tracking for engagement opportunities
- Timeline: Annually
- Internal Progress Management Lead: Homelessness Response Manager

COMMUNICATIONS

Metric 1: Number of individuals that are aware of available shelter and mental/physical health services compared to baseline numbers.

- Data Sources: Annual community surveys
- Timeline: Annually
- Internal Progress Management Lead: Homelessness Response Manager

Metric 2: Community comments received during annual Homelessness Response Forum co-facilitated by the City, County, and regional partners.

- Data Sources: Qualitative data from Homelessness Response Forum
- Timeline: Annually
- Internal Progress Management Lead: Homelessness Response Manager

Metric 3: Annual percentage increase in City homelessness prevention and assistance webpage views and engagement.

- Data Sources: City website metrics and analytics
- Timeline: Progress towards this goal will be evaluated in alignment with the release of updated resource information and tools on an annual basis
- Internal Progress Management Lead: City Communications Manager

Metric 4: Number of Ask SLO requests related to transient encampments.

- Data Sources: Ask SLO request data
- Timeline: Annually
- Internal Progress Management Lead: Homelessness Response Manager

DATA

Metric 1: Number of regional referrals that are made through the encampment management tool.

- Data Sources: Encampment management tool referrals
- Timeline: Annually
- Internal Progress Management Lead: Administrative Specialist for Homelessness Response

Metric 2: Number of transitional, permanent supportive, and below market rate housing units that are preserved or produced to connect individuals at risk of experiencing homelessness with housing opportunities.

- Data Sources: Housing Administrator Data Tracking
- Timeline: Annually
- Internal Progress Management Lead: Housing Coordinator

Metric 3: Number of SLO Police Department and SLO Fire Department transient-related calls for service.

- Data Sources: SLOPD and SLO Fire Transient Incident Reports
- Timeline: Annually
- Internal Progress Management Lead: Administrative Specialist for Homelessness Response

Metric 4: Resources spent on environmental cleanup efforts related to homelessness response.

- Data Sources: City department budgets
- Timeline: Annually
- Internal Progress Management Lead: Administrative Specialist for Homelessness Response

Metric 5: Number of encampment cleanouts identified through encampment management tool.

- Data Sources: Data points captured through encampment management tool
- Timeline: Annually
- Internal Progress Management Lead: Administrative Specialist for Homelessness Response

PILOT PROGRAMS

Metric 1: Number of referrals made by City outreach staff for hotel voucher program.

- Data Sources: Referrals tracked through Data Management App
- Timeline: Quarterly
- Internal Progress Management Lead: Administrative Specialist for Homelessness Response

Metric 2: Number of hotel vouchers distributed by homeless services providers.

- Data Sources: Hotel voucher distribution data tracked by homeless services providers
- Timeline: Quarterly
- Internal Progress Management Lead: Homelessness Response Manager

FUNDING OPPORTUNITIES

Metric 1: Number of below market rate housing units secured through entitlements.

- Data Sources: Key Performance Indicator (KPI) for Affordable Housing Production
- Timeline: Annually
- Internal Progress Management Lead: Housing Coordinator

Metric 2: Number of transitional and permanent supportive housing units secured.

- Data Sources: Grant and/or restrictive housing agreements
- Timeline: Annually
- Internal Progress Management Lead: Housing Coordinator

APPENDIX C | KEY STAKEHOLDER RECOMMENDATIONS

KEY COMPONENT	RECOMMENDATIONS	STRATEGIC PLAN INCLUSION
COMMUNICATIONS	1. LANDLORD RESOURCES: Create and disseminate educational resources for landlords to inform them of their rights and responsibilities, and the rights of their tenants.	Communications, Objective 1, Key Task 5; Communications, Objective 2, Key Task 1
	2. COMMUNITY AWARENESS: Create and distribute communication materials that convey what the City, County, and regional service providers are doing to address homelessness.	Communications, Objective 2, Key Task 1
	3. COMMUNICATION CHANNELS: Establish clear, streamlined communication channels for encampment cleanouts to keep field team, service providers, and their participants, informed.	Communications, Objective 2, Key Task 2
	4. EDUCATIONAL RESOURCES: Create educational resources to better inform community members on topics relating to homelessness, including roles and responsibilities for each jurisdiction for regional homelessness response efforts; myths and stigmas related to the unhoused community; etc.	Communications, Objective 1, Key Tasks 1, 5, and 6
	5. INFORMATION SESSIONS: Facilitate information sessions to provide community members and businesses with information about the City's roles and responsibilities, what programs and services are being offered, and what the City is able and unable to do regarding homelessness response.	Communications, Objective 1, Key Task 3
	6. RESOURCE LOCATION: Establish a physical location where community members can go to receive resources and information about homelessness response efforts.	Communications, Objective 1, Key Tasks 1, 2, 3, 5, and 6
	7. CONSISTENT MESSAGING: Streamline resource materials and talking points across all entities to reframe the homelessness conversation and establish clear, consistent messaging to the community	Communications, Objective 2, Key Tasks 1, 2 and 3
	8. REPORTING RESOURCES: Provide resources for local businesses and community members on how to report non-emergency issues through the Ask SLO App, and provide guidance on when to engage the non-emergency police department dispatch.	Communications, Objective 1, Key Task 2
DATA	1. BEST PRACTICES: Inform County's HMIS development process and provide feedback on which entities need access to the system.	Data, Objective 1, Key Task 2
	2. DATA COLLECTION METHODS: Ensure that the City's GIS App metrics align with the data collection methods that are already being implemented by service providers.	Data, Objective 2, Key Tasks 1 and 2
	3. SYSTEMS INTEGRATION: Streamline data management systems (HMIS, Continuum of Care, GIS App) to eliminate duplicate data entries, address inefficiencies within and between data systems, and ensure that the City and County's data management systems are fully integrated.	Data, Objective 1, Key Tasks 1 and 2; Objective 2, Key Tasks 1 and 2
	4. DATA ACCESS: Advocate for establishing guidelines to provide limited access profiles within the data management systems for specified service providers.	Data, Objective 1, Key Task 2

KEY COMPONENT	RECOMMENDATIONS	STRATEGIC PLAN INCLUSION
FUNDING	1. REGIONAL COORDINATION: Regional alignment and coordination on funding opportunities.	Funding Opportunities, Objective 1, Key Task 1
	2. STRATEGIC INVESTMENTS: Invest intentionally by funding/strengthening existing services, coordinating regional distribution of CDBG funds, and advocating for 2-year funding cycles to lessen reporting burden for service providers.	Funding Opportunities, Objective 3, Key Task 2
	3. NEW FUNDING STREAMS: Develop new funding streams to address gaps left by COVID-19 funding.	Funding Opportunities, Objective 1, Key Tasks 1 and 3
	4. COUNTY FUNDING: Advocate for more general fund support from County and long-term funding for wraparound services to support HomeKey Round 3.	Funding Opportunities, Objective 2, Key Task 1
	5. HOMELESSNESS RESPONSE FUNDS: Advocate for additional funding in City's Homelessness Response budget to support regional development and services.	Funding Opportunities; Objective 1, Key Task 4; Objective 2, Key Task 1
	6. HOUSING OCCUPANCY REGULATIONS: Advocate for removing low occupancy limits within the City to allow service providers to serve a greater number of individuals.	Not included in current Strategic Plan. Occupancy regulated by uniform building code; no additional restrictions apply.
	7. HOMEKEY SUPPLEMENTAL FUNDING: Advocate for supplemental funding for HomeKey initiatives to provide case management services.	Funding Opportunities, Objective 2, Key Task 1
	8. FEE FORGIVENESS PROGRAM: Advocate for a fee forgiveness program, in collaboration with service providers, to lessen the financial burden placed on individuals actively engaging in services.	Not included in current Strategic Plan, but noted for inclusion in second phase of the plan.
	9. ACTIVATE VACANT PROPERTIES: Advocate for vacant City-owned properties to be made available for partnerships with service providers.	Not included in current Strategic Plan, but the City is actively pursuing potential partnership opportunities on City and County properties within City limits.

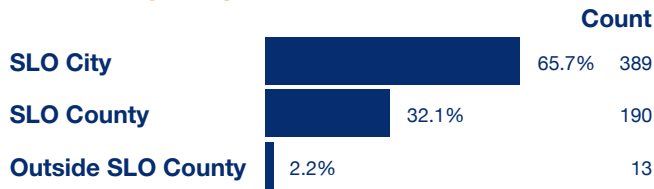
KEY COMPONENT	RECOMMENDATIONS	STRATEGIC PLAN INCLUSION
PILOT PROGRAMS	<p>1. RESIDENTIAL DEVELOPMENTS: Research opportunities to convert commercial properties to residential, and advocate for the development of additional extremely low-income housing.</p>	<p>Pilot Programs, Objective 2, Key Task 1</p>
	<p>2. INFRASTRUCTURE: Change the key component from 'Pilot Programs' to 'Outreach & Infrastructure' to separate the City from programming responsibilities.</p>	<p>Not included in current Strategic Plan, but noted for inclusion in second phase of the plan.</p>
	<p>3. EXISTING PROGRAMMING: Focus on refining and strengthening the City's existing pilot programs.</p>	<p>Pilot Programs, Objective 1, Key Task 1</p>
	<p>4. PERMANENT SUPPORTIVE HOUSING: Advocate for additional permanent supportive housing options that are intentionally located and address high acuity needs. Shift the regional focus from emergency shelter to permanent housing.</p>	<p>Pilot Programs, Objective 2, Key Tasks 1, 3, and 4</p>
	<p>5. TRANSITIONAL HOUSING OBJECTIVES: Clearly define The City's transitional housing objectives.</p>	<p>Pilot Programs, Objective 2, Key Tasks 1, 2, 3, and 4</p>
	<p>6. PERMANENT SUPPORTIVE HOUSING: Advocate for additional permanent supportive housing developments and mental health services in order to lower the rate of recidivism.</p>	<p>Pilot Programs, Objective 2, Key Task 2</p>
	<p>7. WORKFORCE HOUSING: Include workforce housing on the City's housing continuum to address the need for affordable workforce housing.</p>	<p>Included in 'Continuum of Shelter' graphic shown in Appendix A.</p>
	<p>8. STAFF RETENTION: Prioritize the retention of staff working in the behavioral health and social services fields by advocating for affordable housing.</p>	<p>Not included in current Strategic Plan, but noted for inclusion in second phase of the plan.</p>
	<p>9. SPECIALIZED SUPPORT SERVICES: Advocate for specialized support services, including alcohol and drug counselors and social workers experienced in working with formerly incarcerated populations.</p>	<p>Regional Collaboration & Engagement, Objective 1, Key Tasks 1 and 2</p>
	<p>10. LEGAL & FINANCIAL SERVICES: Advocate for funding and programming to provide legal support and/or credit repair services for individuals experiencing homelessness.</p>	<p>Not included in current Strategic Plan, but noted for inclusion in second phase of the plan.</p>
	<p>11. STORAGE SERVICES: Research pilot program opportunities focused on daytime storage services for unhoused individuals, in partnership with a local service provider.</p>	<p>Pilot Programs, Objective 2, Key Task 4</p>

KEY COMPONENT	RECOMMENDATIONS	STRATEGIC PLAN INCLUSION
REGIONAL COLLABORATION & ENGAGEMENT	1. CAPACITY BUILDING: Address the increased levels of need, the capacity limits of existing service providers, and the increasing recidivism rates regionally.	Regional Collaboration & Engagement, Objective 2, Key Tasks 1 and 2; Objective 4, Key Task 1
	2. WORKFORCE DEVELOPMENT: Collaborate with downtown businesses to create workforce development opportunities for unhoused individuals.	Regional Collaboration & Engagement, Objective 2, Key Task 1
	3. DEFINED ROLES: Establish a clear distinction between enforcement and service provision, and define City, County and service provider roles regarding outreach, enforcement, encampment cleanouts, and case management.	Regional Collaboration & Engagement, Objective 3, Key Tasks 1, 2, and 3
	4. UNIVERSAL TRAINING: Implement universal training for all service providers and City staff regarding enforcement and encampment cleanout efforts.	Regional Collaboration & Engagement, Objective 3, Key Task 2
	5. PUBLIC HEALTH: Advocate for the unhoused and unsheltered community on all public health related matters, and develop resiliency plans for future public health concerns.	Regional Collaboration & Engagement, Objective 2, Key Tasks 1 and 2
	6. NON-CONGREGATE SHELTER MODELS: Advocate for non-congregate shelter models throughout the County to accommodate victims of abuse, elderly, and families.	Regional Collaboration & Engagement, Objective 4, Key Task 1; Objective 3, Key Task 1 / Pilot Programs, Objective 2, Key Tasks 1, 2, 3, and 4
	7. ZONING REGULATIONS: Reevaluate the City's zoning regulations and any building barriers to allow for the development of more permanent supportive housing.	Not included in current Strategic Plan, but in 2021 the City adopted zoning amendments to allow permanent supportive housing by-right in all zones where multi-family uses are permitted. Additional opportunities can be explored in second phase of the plan.
	8. REGIONAL ALIGNMENT: Prioritize alignment with the County's 5-year Strategic Plan when developing the City's 2-year Strategic Plan.	Regional Collaboration & Engagement, Objective 1, Key Task 1
	9. INFRASTRUCTURE: Focus the City's homelessness response efforts on developing infrastructure and connecting the unhoused population to service providers.	Regional Collaboration & Engagement, Objective 3, Key Task 3
	10. DIVERSITY & INCLUSION: Advocate for more diversity and inclusion across all of the City's homelessness response efforts and initiatives.	Communications, Objective 1, Key Task 1; Objective 2, Key Task 2
	11. REGIONAL SERVICES & HOUSING: Advocate for additional services and affordable housing to address the issue of service providers having to refer or place unhoused community members outside of the County.	Regional Collaboration & Engagement, Objective 1, Key Tasks 1 and 2

APPENDIX D | ONLINE SURVEY DATA

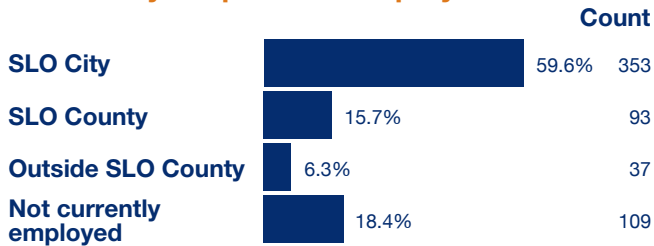
QUESTION 1

Where is your place of residence?



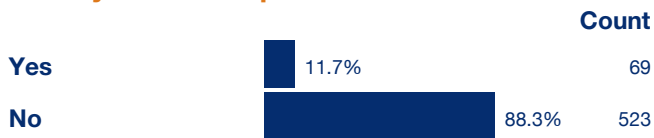
QUESTION 2

Where is your place of employment?



QUESTION 3

Have you ever experienced homelessness?



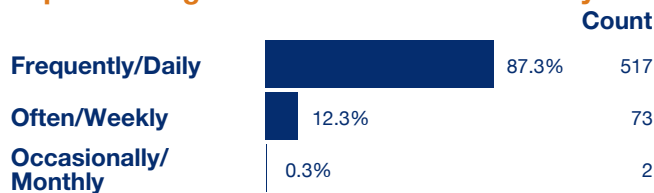
QUESTION 4

Do you know a friend or family member who has experienced homelessness?



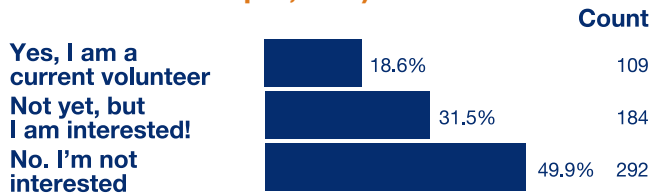
QUESTION 5

How often do you observe people experiencing homelessness in SLO City?



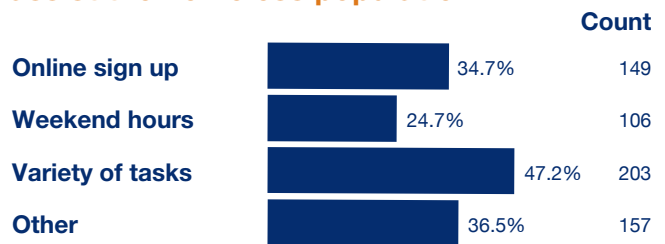
QUESTION 6

Do you currently volunteer with local organizations or groups that assist those experiencing homelessness? (ex:40 Prado Homeless Services Center, SLO Food Bank, Shower the People, etc.)



QUESTION 7

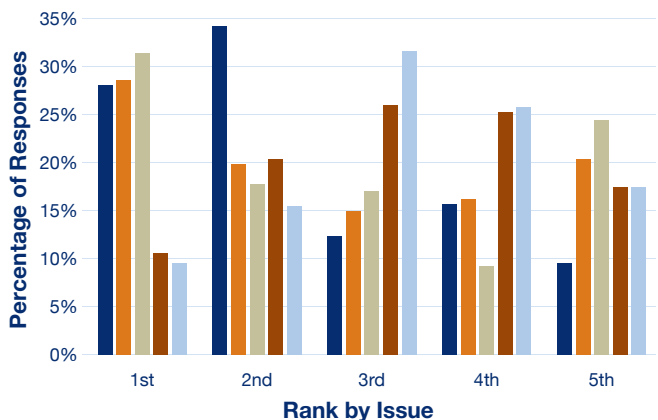
What would increase your likelihood of volunteering with organizations that assist the homeless population?



QUESTION 8

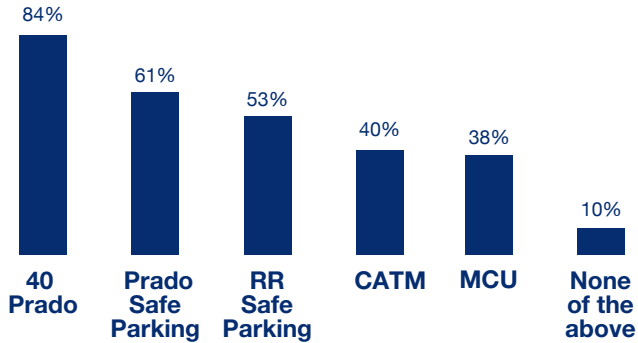
Please rank the following issues in order of urgency as related to homelessness in the City of San Luis Obispo:

- 1. Wellbeing of those experiencing homelessness
- 2. Availability of affordable housing for single adults
- 3. Private property/security
- 4. Environmental impact
- 5. Negative coping mechanisms



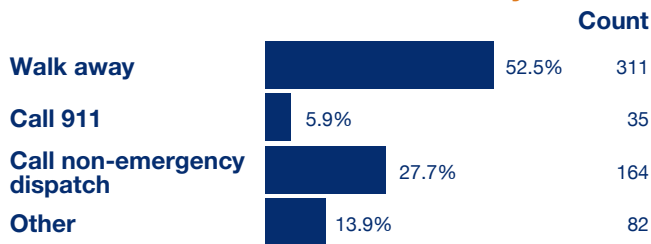
QUESTION 9

Which City-funded services have you heard of?



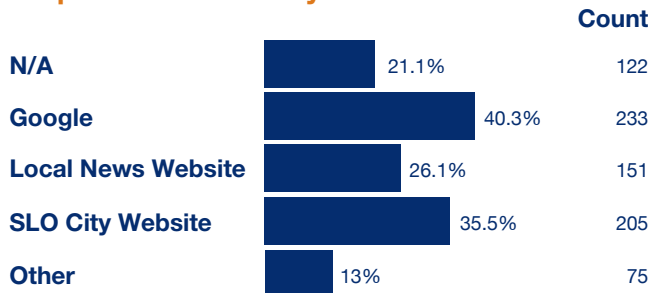
QUESTION 10

If you experience someone on the street suffering from a mental health distress (erratic behavior, verbal outburst, unintentional physical exposure) but not presenting an immediate danger to themselves or others what would you do?



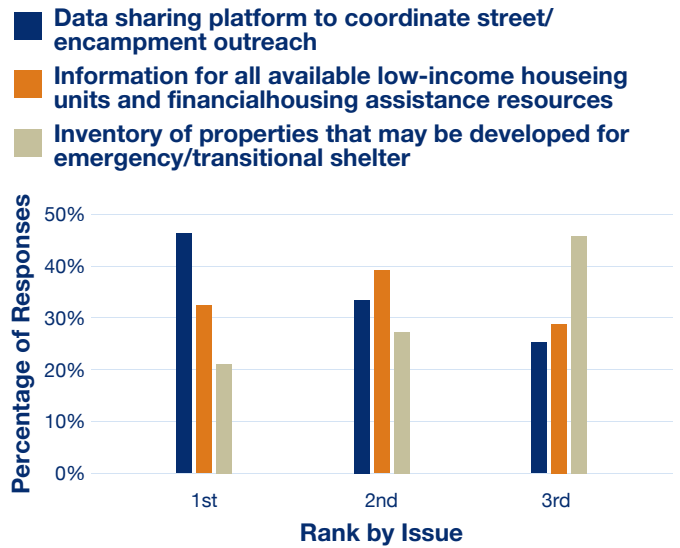
QUESTION 11

Where do you go to find information or resources related to homelessness response in SLO City?



QUESTION 12

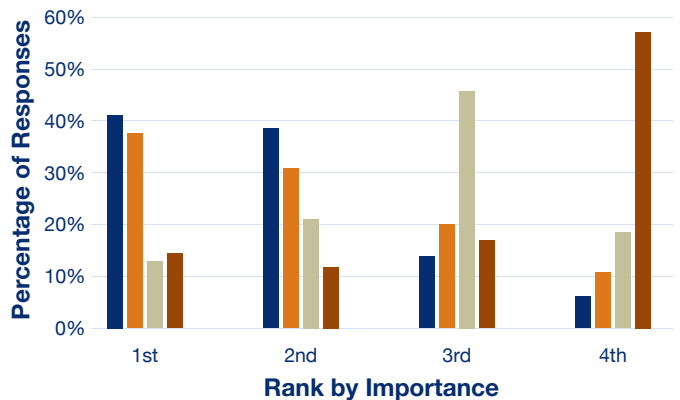
Rank the urgency of the following data elements:



QUESTION 13

The City does not currently track the following data. Rank the importance of monitoring the following data points:

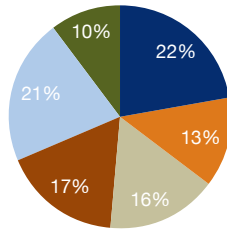
- Rate of return to homelessness after placement in shelter/housing and causes
- Number of successful versus unsuccessful city outreach referrals to shelter/housing
- Average time enrolled in case management before offer of housing
- Cause of death among those experiencing homelessness



QUESTION 14

You've got 10 dots to 'spend'. How would you spend them on these services?

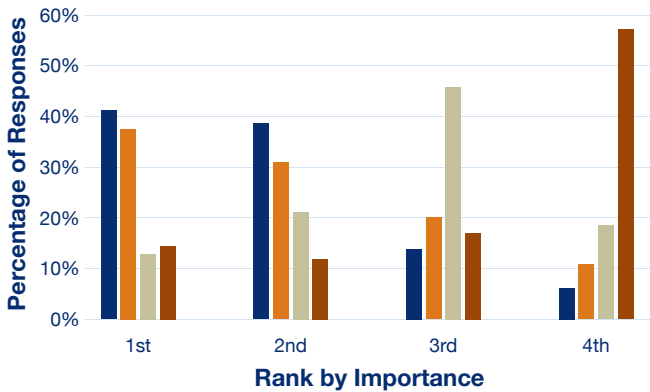
- Street outreach services
- Safe parking spaces
- Safe sleeping spaces
- Emergency shelter
- Transitional housing
- Other



QUESTION 15

Prioritize the following elements to advocate for County engagement:

- Rate of return to homelessness after placement in shelter/housing and causes
- Number of successful versus unsuccessful city outreach referrals to shelter/housing
- Average time enrolled in case management before offer of housing
- Cause of death among those experiencing homelessness



APPENDIX E | UNHOUSED & UNSHELTERED SURVEY DATA

#	CURRENT HOUSING	#	OF HOMELESSNESS EXPERIENCES OF YEARS BEING HOMELESS	MAIN FACTORS CONTRIBUTING TO HOMELESSNESS	FAMILY LOCALLY	SERVICES ENGAGED	SERVICES YOU'RE UNABLE TO ACCESS	SERVICES NEEDED IN SLO	HOW YOU HEAR ABOUT SERVICES / PROGRAMS	EMPLOYMENT STATUS
1	Unsheltered, Sleeping Bag	1	18	Job loss, choosing homelessness over work	Food Stamps, General Assistance, Shower the People		Housing	N/A	Word of Mouth	Unemployed; Uninterested in employment
2	Vehicle—Van, No Safe Parking	2	.5	End of relationship, felony charge, relocating from Seattle, high cost of living	Food Stamps, Shower the People		Safe Parking (Unsafe Conditions)	Trash Collection	Shower the People Resource Guide	Part-time Landscaping Job—10 hrs/week
3	Vehicle—RV, No Safe Parking	2	.25	Financial—temporary jobs, spending savings, high rent	Food Stamps, Cal Works, Shower the People		Safe Parking (Radiator Issues w/ RV)	Resource Coordination + Support	Calling / Researching Services	Unemployed; Caring for 2 daughters
4	Vehicle—RV, No Safe Parking	2	3	Job loss, economy, cost of living	Shower the People, Social Security Disability, Food Stamps, Food Bank		Septic Dumping Location (Elks Club)	Septic Dumping Location, 24hr bathroom access, solar charging stations for phones	Shower the People Resource Guide, Salvation Army, Food Bank	Unemployed; Disability (could work part-time, 20 hrs per week)
5	Vehicle—RV, No Safe Parking	1	1	Financial, cost of living	✓ Food Stamps, Shower the People		General Assistance	More safe parking for RVs, Rapid Rehousing Programs, A place to get fresh water for RV	Word of Mouth	Unemployed; Looking for work; licensed fumigator + done roofing work in the past
6	Unsheltered, Tent + Sleeping Bag	2	7	Job loss / unemployment, relationship ending and having to move out	Food Stamps, BMW / Nissan meals, Shower the People, Hope's Village in the past		TMHA—Housing	Employment support for homeless	Word of Mouth, Hope's Village	Unemployed; open to employment opportunities, just need help
7	'Unsheltered —'Nomadic', Tent + Sleeping Bag	1	16	Family issues, unemployment, hit by a car / traumatic brain injury	✓ Prado Day Services, Warming Center, Shower the People, Community Meals (BMW, Churches, Dave Jones hot dogs at Laguna Lake)		Food Stamps (need to reapply), Appt for SSI Disability	N/A	Word of Mouth	Unemployed since 2010; open to work but poor eyesight limits opportunities
8	Vehicle—Van, No Safe Parking	1	1	Released from prison 1 yr ago without any resources / ID / etc.	Food stamps, CenCal insurance, Shower the People, BMW BBQ		Gym access	N/A	Word of Mouth	Employed with company that rebuilds washers + dryers
9	Unsheltered	1	20	Financial, Disabled, Cost of living	Food Stamps, General Assistance, Shower the People, BMW BBQ		Mental Health Resources (don't know where will accept insurance); YMCA—weight lifting and exercising (money is a barrier)	Communication around available resources; mental health case management	Word of Mouth	Unemployed; Disabled

#	CURRENT HOUSING	OF HOMELESSNESS EXPERIENCES OF YEARS BEING HOMELESS	MAIN FACTORS CONTRIBUTING TO HOMELESSNESS	FAMILY LOCALLY	SERVICES ENGAGED	SERVICES YOU'RE UNABLE TO ACCESS	SERVICES NEEDED IN SLO	HOW YOU HEAR ABOUT SERVICES / PROGRAMS	EMPLOYMENT STATUS
10	Vehicle, RR & Prado Safe Parking	3	1	Relationship ending and getting kicked out of apt, Family issues, Financial	✓ Food Stamps, Safe Parking, Shower the People, 40 Prado Day Services (meals, showers), BMW BBQ	Mental Health Resources	N/A - I don't have time to think about things like that	Word of Mouth	Unemployed; Social Security pending (1/5 court date)
11	Vehicle— Motor Home, No Safe Parking	1	1	Car broke down; Domestic violence	Food Stamps, Medicaid, Shower the People, Food Bank, BMW BBQ	Regular medical care, Phone, Sanctioned encampment in the City (Oklahoma Ave. is too far out)	Vouchers for scooters / transportation	Word of Mouth	Unemployed; Wants employment but needs ID / shower / transportation
12	Unsheltered, Sleeping Bag, Warming Center	2	11	Domestic Violence	✓ Food Stamps, Shower the People, Working on medical, Warming Center	Housing, One Case Manager for all services	Transportation - shuttle / ride share system; Dental services; Phone	Word of Mouth; service providers don't always know everywhere to go	Unemployed; unable to work right now—too overwhelming
13	Unsheltered, Sleeping Bag	4	6 weeks	Low wages—couldn't make \$14/hr and cover rent, car, and food	Food Stamps, Shower the People, donated food	N/A	N/A	Word of Mouth or Walk Up	Unemployed; happy to sign up for a program, but no ID right now (temp ID)
14	Unsheltered, Tent	off + on	off + on	Addiction and mental health	✓ Food Stamps, Medical, Prado Day Services, SSI	Car Registration / Title help	N/A	Through the grapevine from other homeless individuals	Unemployed; interested in part-time work because of SSI
15	Vehicle	2	3	Substance abuse / addiction, housing affordability	Food stamps, Shower the People, Medical (out of County)	Public toilets open 24/7, Showers	Gas Cards, Insurance	Word of Mouth, Shower the People resource guide	Unemployed; Being an alcoholic makes it hard to hold down a job
16	Vehicle	1	2 weeks	Eviction; Relationship Issues; Hard time finding a place to rent due to cost, pet policy, and no credit history (low credit score)	✓ Shower the People	Food stamps, overnight parking	More overnight parking locations in South County	Google, 40 Prado website	Working 2 jobs; make too much money to qualify for some services
17	Vehicle— Dad's Van	off + on since 2017	6	Loss of license; substance abuse resulting in getting kicked out of mom's house	✓ Shower the People, waiting for SSI, no EBT	Section 8 Housing	N/A	Dad goes to AA and tells him about it	N/A
18	Unsheltered, Sleeping Bag	3	12	Coming out of prison; 290; age (69 years old)	Food Stamps (\$250/mo), Retirement - SSI (\$300-\$400/mo)	Showers, Laundry, Social Activities	Shelter for individuals with 290's, Day Center for older population, Glasses, Dental Care	Word of Mouth	Unemployed; Interested in work, but hard with 290 and age

#	CURRENT HOUSING	#	OF HOMELESSNESS EXPERIENCES OF YEARS BEING HOMELESS	MAIN FACTORS CONTRIBUTING TO HOMELESSNESS	FAMILY LOCALLY	SERVICES ENGAGED	SERVICES YOU'RE UNABLE TO ACCESS	SERVICES NEEDED IN SLO	HOW YOU HEAR ABOUT SERVICES / PROGRAMS	EMPLOYMENT STATUS
19	Vehicle—RV, Oklahoma Ave.	1	5	Bad choice in relationship; Domestic Violence	✓	Food stamps, SSI, Showers, Medical	N/A	Medical resources outside of Prado, Glasses, Enforcement of rules at Oklahoma	Word of Mouth; Ask Around	Unemployed; interested in employment
20	Unsheltered, Camping	2	3	DUI and loss of employment	✓	No services—interested in food stamps, needs ID	N/A	N/A	Word of Mouth	Unemployed; interested in unemployment benefits
21	Vehicle / Hotel	1	1 month	Financial; expenses caring for terminally ill friend; moved back to CA from Idaho		Food Stamps, Shower the People, Medicare	N/A	More EBT locations; Transportation / Ride Share program, more safe parking	Shower the People Resource Guide; Mountain Brook Church Pantry; Awareness	Unemployed; physical issues; Used to work events security; open to PT for health issues
22	Unsheltered	2	N/A	N/A		Food Stamps, Medical, Day Services at Prado	N/A	Entry for employment; sponsor someone for employment	N/A	Unemployed
23	Unsheltered	1	N/A	Divorce, job loss		Food Stamps, Medical, Day Services at Prado	N/A	N/A	N/A	Unemployed— need a vehicle to return to work

APPENDIX F | GLOSSARY

Affordable Housing: Housing that is often procured through a voucher subsidy that pays the majority of the rental cost (e.g., Section 8 Voucher, Emergency Housing Voucher).

At Risk of Homelessness: A status given to individuals and their families who have unstable housing and inadequate income and resources.

Behavioral Health: The connection between a person's behaviors and the health and well-being of the body and mind.

Below Market Rate Housing: Below Market Rate (BMR) means that the affordability level of a dwelling unit is below the cost of what the current market rate unit would be, and includes a deed restriction ensuring that the unit is affordable to extremely low-, very low-, low-, or moderate-income households. The income level is determined by the Area Median Income which is based on the median gross yearly income adjusted for assumed household size, in San Luis Obispo County. The Area Median Income is determined by the Department of Housing and Urban Development (HUD). Below Market Rate units may be designated as rental units or provided for home ownership opportunities on a case-by-case basis.

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

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

Community Action Team (CAT): A City funded program that consists of one San Luis Obispo Police Department officer assigned to work with a social worker from Transitions Mental Health. The Community Action Team connects individuals to services and resources to address housing, addiction counseling and services, food insecurity, mental health counseling and services, and family reunification. CAT identifies problems and crime trends that negatively impact the quality of life for residents, business owners and visitors to the City of San Luis Obispo. CAT works collaboratively with various organizations to address concerns and needs including other City departments, social service agencies, private businesses, and non-profits.

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

Coordinated Entry System: A system for accessing homeless housing and services that prioritizes the highest need, most vulnerable households in the community and that ensures the housing and supportive services in the system are used as efficiently and effectively as possible.

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

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

Encampment: An outdoor space that does not have amenities and is not intended for human habitation that is illegally inhabited with makeshift shelter (e.g., tent, tarps, scrap).

Geographic Information System (GIS): A computer system that captures, analyzes, and displays geographically referenced information. It uses data that is attached to a unique location.

Homekey Program: A statewide effort to sustain and rapidly expand housing for persons experiencing homelessness or at risk of homelessness. Homekey is an opportunity for state regional, and local public entities to develop a broad range of housing types, including but not limited to hotels, motels, hostels, single-family homes and multifamily apartments, adult residential facilities, and manufactured housing, and to convert commercial properties and other existing buildings to Permanent or Interim Housing for target populations.

Homeless: Homelessness is defined by HUD in four categories: (1) individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who resided in an emergency shelter or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided; (2) individuals and families who will imminently lose their primary nighttime residence; (3) unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition; and (4) individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

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

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

Key Performance Indicator (KPI): A quantifiable indicator of progress over time for a specific objective.

Market Rate Housing: Market Rate Housing means housing constructed in the principal project that is based on existing area market values or demand, Market Rate Housing is not subject to sales or rental restrictions.

Medically Vulnerable: A person over the age of 50 who experiences chronic medical conditions, including but not limited to lung disease, asthma, heart disease, liver or kidney disease, diabetes, and hypertension and/or has a compromised immune system such as from cancer, HIV, organ or bone marrow transplant, or as a side effect of medication or other conditions.

Mobile Crisis Unit (MCU): A City funded program that consists of one City of San Luis Obispo Firefighter / Paramedic paired with a social worker from Transitions Mental Health to provide de-escalation and relief to individuals experiencing a behavioral health crisis. Mobile crisis services include screening, assessment, stabilization, de-escalation, follow-up, and coordination with healthcare services and other support services.

Non-Congregate Shelter: Overnight sleeping accommodations with individual quarters, such as hotels, motels, and dormitories.

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

Pilot Program: A small-scale, short-term experiment that incorporates best practices to help an organization implement a large-scale project.

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

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

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

Recuperative Care: Short-term, post-hospital, residential care for individuals who no longer require hospitalization but still need to heal from an injury or illness (including behavioral health conditions), and whose condition would be exacerbated by an unstable living environment.

Regional Housing Needs Allocation (RHNA): A determination of a locality's housing needs by the local Council of Government and based on State law, that takes into account various factors such as population growth, employment growth, vacancy rates, housing removals, and concentration of poverty.

Safe Parking: A parking program, operated on property located outside of the public right-of-way and managed by a social service provider that provides individuals and families with vehicles a safe place to park overnight while working towards a transition to permanent housing. Shelter is provided in vehicles located in designated Safe Parking Areas for specified periods of time.

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

Supportive Housing: The term Supportive Housing (per Government Code Section 65582[f], as may be amended) shall mean a dwelling unit occupied by a target population, with no limit on length of stay, that is linked to onsite or off-site services that assist the supportive housing resident(s) in retaining the housing, improving their health status, and maximizing their ability to live and, when possible, work in the community. A target population means persons with low incomes having one or more disabilities, including mental illness, HIV or AIDS, substance abuse, or other chronic health conditions, or individuals eligible for services provided under the Lanterman Developmental Disabilities Services Act (Welfare and Institutions [W&I] Code Section 4500) and may include—among other populations—adults, emancipated youth, families, families with children, elderly persons, young adults aging out of the foster care system, individuals exiting from institutional settings, veterans, and homeless people.

Supportive Services: Services offered (on a voluntary basis) to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry. Services include assistance applying for benefits, mental health and substance use services, outpatient health services, information and referral services, child care, education, life skills training, employment assistance and job training, housing search and counseling services, legal services, outreach services, transportation, food assistance, risk assessment and safety planning (particularly for individuals and families experiencing domestic violence), and case management services such as counseling, finding and coordinating services, and monitoring and evaluating progress in a program.

Temporary Emergency Shelter: A designated outdoor space with minimal amenities (toilets, waste disposal, wash station) that allows participants to bring their own shelter for overnight use and must be vacated for daytime use by the general public.

Transient: A person who moves from place to place; a homeless person.

Transitional Housing: Non-congregate accommodation that is provided for up to 2 years while permanent housing is being identified and procured to meet an individual or family's needs.

Unhoused: An individual without permanent physical accommodation or shelter, including individuals or families experiencing states of transitional or episodic homelessness (e.g. living out of a vehicle).

Unsheltered: An individual who is living in places not meant for human habitation; a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation.