

**TO:** James L. App, City Manager  
**FROM:** Ann Robb, Director of Library & Recreation Services  
**SUBJECT:** Countywide Plan to End Homelessness  
**DATE:** February 3, 2009

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**NEEDS:** For the City Council to consider “Path to a Home” - the San Luis Obispo Countywide 10 Year Plan to End Homelessness

- FACTS:**
1. In January, 2008, the San Luis Obispo County Leadership Council began a process to develop a plan aimed at improving the county’s approach to homelessness.
  2. The Leadership Council was comprised of 60 seats, composed of representatives from County and City government, community and faith-based organizations, social service agencies and the business community.
  3. The City of Paso Robles was represented on the Leadership Council by Councilman Fred Strong and LRS Director Ann Robb.
  4. The Plan is divided into four priority sections, and was developed using a set of Guiding Principles (summary attached). It recommends the establishment of a coordinating board to oversee and make recommendations for the system of care throughout the county.
  5. The Plan promotes collaboration and coordination in the areas of homelessness prevention and provision of services, including housing. It supports the “Housing First” model, a rapid re-housing alternative to the current temporary/transitional approach.
  6. Finalization of the Plan establishes the County’s eligibility for additional “points” when applying for federal funding. If the City were to apply for public or private grants in the future, an established plan would be desirable.
  7. The Plan is being considered by other cities throughout the county, and is scheduled to be presented to SLO County Board of Supervisors on February 10.

**ANALYSIS &  
CONCLUSION:**

Path to a Home provides a framework for joint action that can guide County, City and Community partner efforts to address homelessness and utilize housing and service resources efficiently. This framework can be used as a point of departure in future efforts to address homelessness. Having a plan in place also favorably positions the City to apply for potential future grant funding.

**POLICY**

**REFERENCE:** Economic Strategy, Council Goals,

**FISCAL**

**IMPACT:** None

**OPTIONS:**

- A. 1. Receive the 10 Year Plan to End Homelessness; and
- 2. Endorse the Guiding Principles; and
- 3. Designate a City Council member for ongoing County-wide collaboration.
- B. Amend, modify, or reject the above options.

**Attachments:**

Guiding Principles

Summary of Plan Brochure

Entire Plan available at [www.slocounty.ca.gov/AssetFactory.aspx?did=18276](http://www.slocounty.ca.gov/AssetFactory.aspx?did=18276)

**Path to a Home  
San Luis Obispo Countywide  
Ten Year Plan to End Homelessness**

**Guiding Principles**

Community Partners Working Together through ongoing coordination and collaboration between the County, Cities and Community partners

Sharing Responsibility through Education and Outreach To All by building understanding of homelessness in order to encourage broad involvement and cultivate support for solutions.

Continuous Community Building carried out through significant investment in affordable and supportive housing, treatment and services for the benefit of all county residents.

Fostering of Innovation and Excellence by creating a model system of care that is equal to the challenge of preventing and ending homelessness.

Flexible and Individualized Attention by tailoring housing and service provision to the specific needs of each individual or family.

Focus on Housing with all service provisions ensuring the client's housing stability.

Comprehensive Solutions With a System Wide Perspective by providing access to the full range of care available within the system.

Strategic Thinking and Efficiently Targeted Interventions enabling us to target interventions for maximum impact and continuously monitor results and adjust for improvement.

## Possible Venues Where the Plan May Happen

### Maxine Lewis Homeless Shelter

- Consider program linked to Housing First
- Increase services to be Inherent Housing
- Proceed with new facility focus aligned with Plan parameters
- Develop budget
- Find space
- Capitalize campaign
- Participate in Case Management Standards Work
- Participate in Mainstream Benefits Access



### People's Kitchen

- Review plan and determine agency direction:
- Interest in Basic Housing Assistance Center?
- Interest in partnering with existing agency location?
- Suitability to launch/host full service program?
- Determine facility needs, sites available
- Resources vs. Costs
- Participate in Case Management Standards work
- Participate in Mainstream Benefits Access



### ECHO Atascadero Center

- Develop program model that carries out Plan
- Proceed with site acquisition and development
- Develop Budget and Resource Identification
- Participate in Case Management Standards work
- Participate in Mainstream Benefits Access



### Prado Day Center SLO

- Expand Homeless Outreach effort
- Re-design existing facility and retrain existing staff
- Align existing programs to fit the new direction
- Participate in Case Management Standards work
- Expand Permanent Supportive Housing and Affordable Housing supply



To find out how you can support this Plan, please contact  
 Dana Lilley at  
 (805) 781-5715 or  
 dlilley@cco.slo.ca.us

# 1

## Facilitating Access to Affordable Housing to Put an End to Homelessness

**Strategy 1.1:** Create more affordable permanent housing and permanent supportive housing to help people who are homeless achieve long-term residential stability.

**Strategy 1.2:** Increase the supply of short-term "interim" and transitional housing as a supplement, and not an alternative, to permanent supportive housing.

**Strategy 1.3:** Cultivate and foster inclusive housing opportunities throughout the county for homeless individuals and families.

**Strategy 1.4:** Implement a housing first model of supportive housing.

**Strategy 1.5:** Generate more short-term and shallow subsidies that help people regain and maintain housing.

**Strategy 1.6:** Facilitate and streamline access to housing and housing supports by people who are homeless or at-risk.

# 3

## Ending and Preventing Homelessness through Integrated, Comprehensive, Responsive Supportive Services

**Strategy 3.1:** Create a comprehensive, integrated, flexible system of care which offers effective and coordinated care to those in need.

**Strategy 3.2:** Centralize and streamline access to comprehensive, coordinated support services.

**Strategy 3.3:** Generate greater community participation in the provision of comprehensive support services.

**Strategy 3.4:** Foster employment, volunteerism, and a sense of purpose among homeless people, as a core intervention to prevent and end homelessness.

**Strategy 3.5:** Support creation of profit-generating businesses to provide resources to homelessness "primary responder" agencies.

**Strategy 3.6:** Use mainstream benefits and resources more effectively in support of county goal to end homelessness

## Plan Priorities and Strategies

# 2

## Stopping Homelessness Before it Starts through Prevention and Effective Intervention

**Strategy 2.1:** Conduct housing focused discharge planning for people exiting jails and prisons in order to prevent homelessness and reduce recidivism

**Strategy 2.2:** Conduct comprehensive, housing focused discharge planning for people exiting hospitals, mental health facilities, alcohol and other drug treatment centers in order to prevent homelessness.

**Strategy 2.3:** Conduct comprehensive, housing focused discharge planning for young people exiting the foster care system in order to prevent homelessness.

**Strategy 2.4:** Create an overall discharge/transition coordinator to support and coordinate the discharge efforts of each system (corrections, health-related programs and foster care).

**Strategy 2.5:** Create eviction intervention strategies to stop homelessness.

**Strategy 2.6:** Create performance mandates to support new county-wide policy focus of keeping people housed and/or getting them quickly re-housed.

# 4

## Coordinating A Solid Administrative & Financial Structure To Support Effective Plan Implementation

**Strategy 4.1:** Establish a countywide inter-jurisdictional collaborative homelessness governing body to coordinate efforts to prevent and end homelessness and oversee plan implementation.

**Strategy 4.2:** Support plan implementation with dedicated revenue from multiple sources.

**Strategy 4.3:** Collect data on homelessness and program performance to guide planning, program development and funding decisions.

**Strategy 4.4:** Continually improve the quality of efforts to address homelessness by integrating research and experiential findings and promising and evidence based practices into the response to homelessness



# Path to a Home



# Path to a Home

## Executive Summary

In January 2008, cities, agencies and groups throughout San Luis Obispo county began an important journey, aimed at improving the county's approach to homelessness. The need for change was broadly recognized, as homelessness in the county was continuing to grow. More individuals and families were losing their housing; community members were increasingly frustrated by the effects of homelessness on their neighborhoods, city centers and public parks; homeless programs were struggling to meet growing need with dwindling resources, and local leaders were searching for solutions that were both effective and affordable.

Against this backdrop, and following a national trend to shift emphasis from "managing" homelessness to working to "end" it, a broad-based planning group came together to reevaluate current efforts within the county, consider best practices and lessons learned around the nation, and develop a Plan for a new and more effective response, aimed at ending homelessness in ten years. This document, *Path to a Home* is the outcome of that process.

*Path to a Home* lays out a clear central vision that focuses on ensuring that everyone has access to appropriate and affordable housing and to the services they need to sustain it. It provides a clear "path" of:

- what needs to be done to help people who are homeless or at-risk arrive "home" to stable housing and a place in the community as productive and participating members and
- the system, policy and program changes necessary for the Cities, Communities and County to arrive at their goal of ending homelessness in ten years.

Altogether, it is a new approach, one that puts as much attention on preventing homelessness as on helping people who are already homeless, and which calls for a variety of system level changes to facilitate integration and collaboration between mainstream and homeless agencies in their service provision. This new approach can be described as:

- system-focused, promoting greater effectiveness and efficiency in resource utilization;
- collaborative, **requiring all sectors of the county to contribute to this effort**; flexible and individualized, recognizing that each person in need is unique and requires a tailored response to his/her situation; and
- accountable, insisting on data collection and evaluation to document progress made and guide ongoing revisions and improvements.

# Path to a Home



## San Luis Obispo Countywide 10 Year Action Plan to End Homelessness

Current version of the plan is available at:  
**PLAN:** <http://www.slocounty.ca.gov/AssetFactory.aspx?did=18276>  
**APPENDIX:** <http://www.slocounty.ca.gov/AssetFactory.aspx?did=18271>

## Vision Statement

We envision a future in which the housing and comprehensive services necessary to remain housed are available for all, affording everyone maximum self-sufficiency, and the opportunity to be productive and participating members of our community.

## Guiding Principles

**COMMUNITY PARTNERS WORKING TOGETHER**  
through ongoing coordination and collaboration between the County, Cities and Community partners

**SHARING RESPONSIBILITY  
THROUGH EDUCATION AND OUTREACH TO ALL**  
by building understanding of homelessness in order to encourage broad involvement and cultivate support for solutions

**CONTINUOUS COMMUNITY BUILDING**  
carried out through investment in affordable and supportive housing, treatment and services for the benefit of All county residents

**FOSTERING OF INNOVATION AND EXCELLENCE**  
by creating a model system of care that is equal to the challenge of preventing and ending homelessness

**FLEXIBLE AND INDIVIDUALIZED ATTENTION**  
by tailoring housing and service provision to the specific needs of each individual and family

**FOCUS ON HOUSING**  
with all service provision ensuring the client's housing stability

**COMPREHENSIVE SOLUTIONS  
WITH A SYSTEMWIDE PERSPECTIVE**  
by providing access to the full range of care available within the system

**STRATEGIC THINKING AND  
EFFICIENTLY TARGETED INTERVENTIONS**  
enabling us to target interventions for maximum impact and continuously monitor results and adjust for improvement.