

SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?

No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:

Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.

County

What is the name of the city or county?

San Luis Obispo County

Implementing Organization

Implementing Organization

County of San Luis Obispo

Specific Unit or Office Within the Implementing Organization

Department of Social Services

Implementing Organization's Address

3433 S. Higuera Street

City

San Luis Obispo

Zip Code

93401

County

San Luis Obispo County

Implementing Organization's Tax ID

Number

95-6000939

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Title

Director of Social Services

⚠️ This Application uses character limits ⚠️

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site

100

Of people currently residing in prioritized encampment site, how many will be served by this proposal?

100

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?

200

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters

100

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing

60

Is the prioritized encampment site part of a larger encampment area?

No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)

While the specific individuals living in the encampment changes overtime, the following general characteristics describe the people residing in the Bob Jones Bike Trail (BJBT) Corridor encampment. People are 35-60 years old, and many struggle with mental illness and/or substance abuse. They are alone and not camped with other family members. Many of the individuals have a criminal record (theft,

vandalism, public intoxication, DUI, drug sale/use, etc.) Individuals with 290 felonies (sex offender history) are not able to access overnight shelter at the nearby congregate homeless shelter due to families and children being on site. People residing in the encampment have poor hygiene and overall health. One recent resident is an amputee. For a number of residents, being homeless has impacted their self-esteem and has triggered past traumas.

Individuals residing in the encampment need access to non-congregate housing as some individuals assert that congregate housing situations are traumatic for them. They also need access to consistent case management and mental health and substance use treatment services to become document ready and transition to permanent housing.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000 character limit)

The encampment is approximately 229 acres and runs along the San Luis Creek corridor adjacent to Highway 101 in the southern area of the City of San Luis Obispo. The entire area is in the floodplain, and the land is owned by a combination of the City, County, and private landowners. The majority of the land is underutilized open space, the Bob Jones Bike Trail, or fallow farmland. There are few vehicle access points to the area.

The structures people reside in come in all forms, from individual tents to multiple tent compounds with tarps connecting each tent structure. These structures can be found in the creek bed and on higher ground along the corridor.

People residing in the encampment access the area on foot or by bike. Occasionally vehicles will be left on nearby roads or in the fallow farm field. There is no access to garbage receptacles or bathrooms, so human waste, trash, syringes, and other materials accumulate in the area. There are frequent illegal campfires.

3. Why is this particular encampment site being prioritized? (1000 character limit)

This encampment is the largest in the City of San Luis Obispo.

Justification for prioritized encampment:

1. High risk of flooding in the winter
2. Continuous danger of wildfire in drier months to those living in the encampment and nearby houses and businesses
3. The Fire Department responds to almost daily fire-related incidents
4. Difficulty accessing remote location during emergencies
5. Encampment population frequently overdose
6. Barriers locating individuals in encampment lead to extended pre-hospital times
7. Waste from encampment residents lead to environmental hazards
8. Safety concerns as families access the Bob Jones Bike Trail (BJBT) corridor
9. Encampment residents entering and exiting on CalTrans state right-of-way

From 2020-2022, a total of 273 incident calls were made to this encampment, of which 116 were made in 2022.

Attachment: Map
BobJonesMainMap.pdf

BobJonesMainMapWithFlood.pdf

2023_25_02_DSS SITE PLAN.pdf

BobJonesRangerCampsData.pdf

4. Is the prioritized site on a state right-of-way?

Yes - partially

Attachment: Caltrans Letter of Support

Caltrans ERF Support Letter City of SLO - signed.pdf

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)

1. Reduce those experiencing unsheltered homelessness by 50% in BJBT encampment by 6/30/2026
2. Provide outreach to 200 individuals in the BJBT encampment by 6/30/2026
3. Out of the 200 to be served by outreach, transition 100 into interim housing by 6/30/2026
4. Out of the 200 to be served by outreach, transition 60 into permanent housing by 6/30/2026
5. Of the 100 transitioned to interim housing, 100% will receive supportive services case management on site
6. Of the 60 transitioned to permanent housing, 80% will receive supportive services case management on site
7. Of those served and needing referrals to County Behavioral Health or Drug and Alcohol services, 50% will access services within 60 days of referral
8. Of those served and needing referrals to Department of Social Services, 60% will access services within 60 days of referral
9. Decrease calls by 50% to City of San Luis Obispo Law Enforcement and Fire Department regarding BJBT by 6/30/2026

6. How will the applicant measure progress towards the proposal's outcomes? (1000 character limit)

The County of San Luis Obispo will meet no less than monthly with the City of San Luis Obispo and Good Samaritan Shelter (GSS) to monitor progress, discuss barriers, and note accomplishments. Additionally, GSS and the City will submit quarterly progress reports to the County outlining progress to these outcomes. The County will track performance outcomes through the Homeless Management Information System and Coordinated Entry System to ensure people are being engaged and assisted, progressing from the encampment to interim sheltering or housing, ultimately achieving residency in a permanent housing solution. The County will also monitor housing retention data to ensure the clients that move into permanent housing are receiving the supportive services necessary for successful housing stabilization.

7. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000 character limit)

HUD classifies the County of San Luis Obispo as a "largely suburban" community, and in 2020, the County had the 3rd largest percentage of unsheltered homelessness nationwide in communities of this size. Per the 2022 point-in-time count, 80% of the homeless population was unsheltered, the majority in the City of San Luis Obispo. Since 2019, year-round emergency shelter capacity in the County has increased by 115 beds (73%), but our community still only has the capacity to shelter 20-30% of the people experiencing homelessness. The City has had a severe lack of interim shelter capacity, especially for people needing supportive services. The City's largest congregate shelter (40 Prado) has a capacity of 129 beds, which are typically full on any given night. The County and its partners recognize this challenge and have

developed a strategic, coordinated effort to create more interim and permanent housing, improve system efficiencies, and increase support services.

8. Is this proposal a standalone project or part of a larger initiative?

Larger initiative

8. a) How would this larger initiative be categorized?

Part of a larger initiative

Please describe. (1000 character limit)

On August 9th, 2022 the County of San Luis Obispo Board of Supervisor's approved the San Luis Obispo Countywide Plan to Address Homelessness with a primary goal to reduce the number of people experiencing homeless to 50% of the current level within 5 years. Within the plan are six distinct lines of effort which can stand alone; however, are all needed to ensure the plan's success. This initiative includes the following: 1. Creating affordable and appropriately designed housing opportunities and shelter options for underserved populations, 2. Focus efforts on housing stability for those experiencing homelessness by expanding supportive services, housing navigation, and prevention, 3. Improve and expand data management efforts through the Homeless Management Information System (HMIS) and Coordinated entry, 4. Create, identify, and streamline funding and resources, 5. Strengthen regional collaboration, and 6. Build public engagement through information-sharing and partnership.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000 character limit)

The County of SLO and the City of SLO will work collaboratively with key partners to provide intensive outreach for individuals residing at the BJBT encampment, and ultimately interim and Permanent Supportive Housing (PSH) services. Good Samaritan Shelter (GSS) will deploy an outreach team that will work in collaboration with the City of SLO Field Teams consisting of Fire Dept, Law Enforcement, park rangers and Behavioral Health. During the first 4-6 months of the outreach engagement plan, teams will go out daily to engage individuals at the BJBT encampment to build trust and provide information into the HMIS and encampment mapping software. The two database systems will help to track individuals that are already residing in the area and will feed into the Coordinated Entry System (CES). Through CES, residents of the BJBT encampment will be identified and offered interim housing at the proposed SLO County Welcome Home Village. The Village will consist of 34 interim housing units that will follow a Non-Congregate Shelter model. Individuals will be offered their own 10x10 unit that will include a bed, desk, heater, a/c, light fixture and electrical plug-in. Residents will have shared bathroom/shower facilities, on-site dining room, outdoor & pet area, and on-site laundry facilities. Interim Housing will be provided for an average of 6–12 months to assist residents in connecting to services, providing stabilization, and becoming document ready to transition to permanent housing upon discharge. The Village will also consist of 46 Single Room Occupancy individual units that will provide PSH for 46 individuals as they transition from interim housing into PSH. The County of SLO anticipates GSS to provide the outreach, shelter & housing operations. The ratio of staff at the Village to residents will be an average of 1:12, not including additional support services from partner agencies such as SLO County Behavioral Health, Public Health and Dept. of Social Services.

10. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000 character limit)

Good Samaritan Shelter (GSS) is a very committed participant in the Coordinated Entry System (CES). GSS currently operates several emergency shelters/ navigation centers and rapid rehousing programs in the neighboring Santa Barbara (SB) County. Good Samaritan Shelter's main emergency shelters also serve as entry points into CES and GSS operates a Diversion program that also operates as CES Entry Points. GSS staff are actively engaged in the CES committees as well as regularly attends the ongoing CES meetings. The CES process will be critical to the success of the placement of identified BJBT encampment residents into the Welcome Home Village. SLO County will utilize both HMIS and encampment mapping software while providing outreach to identify residents and they will be placed on a by name CES housing prioritization list in order to be able to select encampment residents into the Welcome Home Village.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

The Welcome Home Village will be developed by our key partner, Dignity Moves, who has extensive experience in developing interim housing options throughout the State of California. The village will consist of 34 interim housing units that will be developed utilizing Boss Cubez construction, each unit will be comprised of a 10x10 room that will include a bed, desk, heater, a/c, light fixture and electrical plug ins. The interim housing units will provide necessary privacy for individuals from the encampment to have their own space and then work with case managers to connect to services and be able to work on becoming

Document Ready. The remaining 46 units at the Village will be developed by utilizing Life Ark construction, they will each be a SRO model that will consist of a bedroom, bathroom, and a small kitchenette. On-site staff will provide ongoing supportive housing services to focus on housing retention and stability. Good Samaritan Shelter (GSS) has been identified as the service provider for the Village, and they have 35+ years of experience in serving the homeless population, including people residing in encampments. In December 2020, GSS responded to a 60+ person encampment in Isla Vista (Santa Barbara County) and opened up a 20-unit pallet shelter project for a 6 month time period. During the six months, GSS served 40 of the residents from the Isla Vista encampment and successfully placed 24 individuals into permanent housing and linked all residents to necessary services that focused on stabilization. GSS also worked in partnership with Dignity Moves and Santa Barbara County to develop a 34-unit Interim Housing Project in downtown Santa Barbara that opened in August 2022. During the six months of operation to date, 12 individuals have already moved to permanent housing and 98% of residents are document ready. GSS currently provides supporting services to more than 500 individuals and families in permanent housing across Santa Barbara and SLO Counties.

12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)

In 2022, San Luis Obispo County conducted a Point-in-Time Count along with a survey of 333 unsheltered and sheltered individuals experiencing homelessness in order to understand their experiences. Information from this effort helps the City and County tailor services for homeless residents. In addition to this survey, the City’s Field Teams conduct regular outreach to the people living in the BJBT encampment. City staff have established relationships with the people residing in the area and understand what assistance they need. Over the past year, the City’s Field Teams have engaged daily with individuals in the BJBT encampment, identifying needs, preferences, and barriers individuals face every day. That feedback has been implemented into this proposal.

The individuals living in the encampment prefer to have access to non-congregate housing options, and as such, the County will be building single-occupancy room transitional housing on nearby County property. Many of the people in the encampment struggle with mental illness or substance abuse, so the County is also building permanent supportive housing on the site. This facility is co-located with County Social Services, public transit, and is less than one mile from the 40 Prado Homeless Services Center, a DMV office, and a Social Security Administration office.

Table 1: Projected Living Situations Immediately Following the Encampment

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Proposed Welcome Home Village - Interim	No	34 Beds	Set-Aside	ERF/Leveraged	45
Proposed Welcome Home Village - PSH	Yes	46 Beds	Set-Aside	ERF/Leveraged	31

40 Prado Homeless Shelter	No	129 Beds	Neither	Leveraged	10
TMHA Palm Street Housing	Yes	8 Units of set-aside for disabled homeless	Neither	Leveraged	1
TMHA & PSHH Tiburon Housing Project	Yes	68 Units, 34 units set-aside for disabled homeless	Neither	Leveraged	4
PSHH Del Rio Ridge	Yes	42 Units, 10 Units set-aside for homeless	Neither	Leveraged	2
PSHH Cambria Pines	Yes	33 Units, 9 Units set-aside for Homeless	Neither	Leveraged	1
HASLO Anderson	Yes	40 Units, 12 Units set-aside for Homeless	Neither	Leveraged	2
HASLO Shell Beach Senior	Yes	26 Units, 3 Units set-aside for homeless seniors	Neither	Leveraged	1
PSHH Pismo Terrace	Yes	50 Units, 26 Units set-aside for homeless	Neither	Leveraged	1
PSHH Templeton Place	Yes	36 Senior Units, 10 set-aside for homeless veterans	Neither	Leveraged	2
TMHA Palm Street Studios	Yes	8 Units	Neither	Leveraged	1
TMHA Branch Street	Yes	6 Units	Neither	Leveraged	1
FCNI Olmeda Transitional	No	3 Units, all set-aside Transitional Aged Youth	Neither	Leveraged	1
TMHA Housing	Yes	80 Units, all set-aside for	Neither	Leveraged	5

Now		chronically homeless			
PSHH Broad St	Yes	40 Units, 10 set-aside for homeless veterans	Neither	Leveraged	1

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
GSS and City Field Team Outreach to Welcome Home Village Interim Housing	34	Both
GSS Services from Welcome Home Village Interim Housing to Permanent Housing	46	Both
Housing Navigation and Rapid Re-Housing	46	Both

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
City of San Luis Obispo Field Team Outreach	Both
Good Samaritan Outreach	ERF
Good Samaritan Case Management	Both

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Housing Navigation to connect persons to the level of housing intervention that matches their needs	Both
Increased case management support for clients in housing to maintain housing stability	Both
Increased diversion strategies and working to improve problem solving and	Both

mediation with family members

13. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000 character limit)

The City and County have a high percentage of unsheltered homeless individuals, and the number of people residing in the BJBT encampment fluctuates over time. The site will continue to be a priority focus area for the City and County of San Luis Obispo. The City's Field Team of paramedics, police, and social workers are an integral part of the City's homelessness prevention efforts and conduct almost daily outreach to people residing in the encampment. They will continue to connect people with services and interim housing resources, in partnership with Good Samaritan Shelter outreach staff.

The County is working to accelerate the building of transitional and permanent supportive housing options, like the Welcome Home Village proposed. They are also revamping their Homeless Management Information System (HMIS) and Coordinated Entry System (CES) to make service delivery more efficient and effective, strengthening the pathway to housing for people residing in the encampment.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)

The City of San Luis Obispo currently operates storage areas for encampment clean outs in the area. They have several searain containers that are designated for this use. Temporary storage guidelines have already been established to store clients' belongings which allows them access when they are ready to move their belongings to a permanent location. Clients entering the proposed project will be able to bring with them a minimal amount of items but additional temporary storage will be available for items that fit within the temporary storage guidelines.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)

The Welcome Home Village will allow residents to bring in service animals and/ or pets. All animals will be required to have up to date vaccinations, along with health check ups that will be coordinated by support staff and partners such as Cares 4 Paws. Welcome Home Village will have a pet relief area, along with a pet grooming station, so residents can care for their animals as they receive both interim and PSH housing opportunities.

In addition, the County of San Luis Obispo developed a relationship with Cal Poly Animal Sciences Department and had pre-veterinary medicine students come out to the safe parking site to provide free check-ups, administer vaccinations and other needed attention for the dogs and cats belonging to the clients. The service was offered multiple times throughout the year and was repeatedly one of the best attended programs offered at the site.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.

\$13,361,999.19

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.

\$39,899,802.75

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)

1. CalAIM - Enhanced Case Management at Welcome Home Village
2. No Place Like Home - Funds Permanent Housing coming online in 2024-2026 with homeless set-aside units

3. HOME-American Rescue Plan - Funds Permanent Housing Projects coming online in 2024-2026 with homeless set-aside units
4. Permanent Local Housing Allocation - Funds Navigation Centers
5. Emergency Solutions Grant - Funds Navigation Centers, Shelter Operations and RRH
6. County General Fund Support - Allocated annually to Permanent Housing Projects and Supportive Services
7. HOME - Funds Permanent Housing Projects coming online in 2024-2026
8. Community Development Block Grant - Funds acquisition for Permanent Housing Projects coming online in 2024-2026
9. Title 29 - Local Funds to support Permanent Housing Projects coming online in 2024-2026
10. CARES Act Funds - Funds Navigation Centers, Shelter Operations and RRH
11. City of San Luis Obispo General Fund Support - Allocated annually for Supportive Services

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)

The proposal seeks to serve 200 individuals through outreach, while moving 100 to interim housing and 60 to permanent supportive housing. An innovative approach was sought to provide both transitional housing and permanent supportive housing in the same space.

The Housing Services Oversight Council states a local permanent supportive housing unit has an approximate cost of \$550,000. Life Ark proposed permanent housing structures that cost approximately \$98,000. PSH historically takes 3-5 years for development. Modular, non-congregate interim housing is a low-cost effective approach to housing people rapidly compared to traditional congregate shelters. Previous collaborations between GSS and DignityMoves has a proven track record of success with this outreach and housing model.

Attachment: Standardized Budget

Final ERF-2-R Budget Template_County of San Luis Obispo.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

The County of San Luis Obispo Department of Social Services (DSS) will serve as the administrative entity for ERF-2R. DSS serves as the Administrative Entity for housing and homeless grants administered by California Interagency Council on Homelessness and California Department of Housing and Community Development. DSS is also the recipient of entitlement grants from the US Department of Housing and Urban Development (HUD) and serves as the Collaborative Applicant for the HUD CoC Program. DSS currently administers \$9.2 million in HHAP rounds 1-3 funding, \$21 million in No Place Like Home funding,

\$5.4 million in ESG CARES Act funding through HCD, \$6.8 million in ESG CARES Act funding through HUD, \$3.3 million in CDBG CARES Act funding through HUD, \$4.1 million in CDBG funding from HUD, \$2.2 million in HUD CoC funding, \$1.1 million in California Emergency Solutions and Housing (CESH), \$346,000 in ESG funding through HUD, and \$333,000 in ESG funding through HCD. DSS will have the primary oversight for ERF-2R grant management including contracting with subrecipients, reporting, monitoring and ensuring performance outcomes. The City of San Luis Obispo, Good Samaritan Shelter and DignityMoves will be collaborative partners for the ERF-2R program.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
Outreach Housing Navigators	Partial	4.0	Both	Partners with individuals in encampments to find the most appropriate housing solution
Outreach Program Manager	No	.5	Both	Oversees Housing Navigators and Outreach Operations
Shelter Staff	No	7.0	ERF	Day to Day Management and Operations of Welcome Home Village
Shelter Director	Yes	.1	ERF	Overall Coordination of Shelter Staff and Director of Welcome Home Shelter
Shelter Program Manager	No	1.0	ERF	Oversees Case Manager and Shelter Staff
Shelter Case Manager	No	1.5	Both	Case Manager at Welome Home Interim and Permanent Supportive Housing Site
Shelter and Outreach Transporter	No	.5	ERF	Transports Clients to and from Welcome Home Interim and Permanent Housing to assist with service appointments
Parks & Recreation Ranger	Yes	1.0	Both	Manages encampment initiatives, including temporary infrastructure, environmental cleanup, and maintenance needs
Community Action Team Social Worker	Yes	.25	Both	Conducts outreach and connects individuals with services

Community Action Team Police Officer	Yes	.25	Both	Conducts outreach and connects individuals with services
Mobile Crisis Unit Social Worker	Yes	.25	Both	Conducts outreach and connects individuals with services
Mobile Crisis Unit Firefighter/Paramedic	Yes	.25	Both	Conducts outreach and connects individuals with services
Homelessness Response Manager	Yes	.25	Both	Manages City's Homelessness Response policies and procedures for encampment
Homelessness Response Coordinator	No	.25	Both	Coordinates City's Field Team and encampment outreach efforts
Homeless Services Division Manager	Yes	.10	Both	Oversees Encampment Project and Collaboration Between Entities
Homeless Services Administrative Services Manager	Yes	.10	Both	Oversees County Grant Process
Licensed Psychiatric Technician	Yes	1.0	Leveraged	Outreach with Good Samaritan and CAT/MCU Outreach
Homeless Services Encampment Program Manager	Yes	.50	Both	Manages Contracts for Good Samaritan, Dignity Moves, and the City of San Luis Obispo; Grant Reporting and Overall Administration
Accountant	Yes	.50	Both	Oversees Accounting Technician, Assist with Processing Invoices, tracking expenses, and accounting duties
Accounting Technician	Yes	.50	Both	Assist with Processing Invoices, tracking expenses, and accounting duties

21. First, describe key partners that will collectively pursue the proposal's outcomes. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have

managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

The City of San Luis Obispo coordinates the existing field team which includes fire, law enforcement, park rangers and public works, along with contracted social workers that conduct outreach to the BJBT encampment. The City will also be implementing health and sanitation measures at the identified encampment.

Good Samaritan Shelter (GSS) has been serving the homeless population in Northern Santa Barbara (SB) County since its inception in 1988 and has vast experience in operating homeless programs. GSS is the largest shelter provider in SB County and operates programming that includes: a jail diversion program, step-down housing, clean and sober living, permanent supportive housing, transitional shelter, residential treatment, emergency shelter, mental health treatment, outpatient drug and alcohol treatment programs, and peer support programs, among others.

DignityMoves works to end unsheltered street homelessness in our communities by building interim supportive housing with rapid, cost-effective, scalable solutions. DignityMoves serves as the developer and project manager when creating an interim housing community. DignityMoves oversees all project management and will collaborate with Good Samaritan and the County of San Luis Obispo. DignityMoves has successfully completed similar projects in San Francisco (70 units at 33 Gough Street) and Santa Barbara (35 units at 1016 Santa Barbara Street) and Rohnert Park (60 units).

22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)

The City of San Luis Obispo where the prioritized encampment resides, and the County of San Luis Obispo where the interim housing and permanent supportive housing will be built, have partnered on this effort to help people living in the encampment and are committed to the project as evidenced by the proposed cross-jurisdictional effort to provide meaningful services to these individuals. Caltrans and the San Luis Obispo Council of Governments also supports these efforts. The CoC and County recently adopted the San Luis Obispo Countywide Plan to Address Homelessness (2022-2027). The 1st Line of Effort is to create affordable and appropriately designed housing opportunities and shelter options for underserved populations using rapid-cycle implementation to increase non-congregate sheltering/interim housing capacity through projects such as pallet shelters, cabins, and tiny homes. The Plan seeks to create 300 new, non-congregate interim shelter units countywide within 3 years.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

ERF-2-R Letters of Support.pdf

SLOCountywidePlanHomelessnessFinalApproved.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)

The land where the encampment site resides is owned by the City and private landowners. Part of the area is also within the Caltrans right-of-way. The City and County have partnered on this effort to help people living in the encampment and are committed to the project as evidenced by the proposed cross-jurisdictional effort. Caltrans and SLOCOG also support these efforts (see letters of support).

The private landowners were engaged and are committed to these efforts to assist people experiencing homelessness in this encampment. The community witnesses the struggle that their unhoused neighbors experience. The threat of flooding, fire, and crime in this location are detrimental to health and safety. Landowners are worried about the safety of people living on their land, the costs of clean-up, and impacts to the surrounding community. They have already been coordinating with the City to assist in efforts to

address the encampment and will continue to do so.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)

While developing the City's recent Homeless Response Strategic Plan, staff interviewed 23 unsheltered persons, a percentage of whom were residing in the BJBT encampment. The City's Field Team conducts outreach to individuals living in the encampment and have gotten to know the people and their individual needs for services and shelter. This proposal is a direct result of that outreach. Individuals residing in the encampment struggle with mental illness and/or substance abuse and would benefit from consistent case management, mental health and substance use treatment services, and other supportive services. The County recently adopted the San Luis Obispo Countywide Plan to Address Homelessness (2022-2027) which included a person with lived experience as part of the steering committee and included input from focus groups from persons with lived experience in the design of the plan. Increased interim housing with pathways to permanent housing are key components of the plan..

25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)

The Welcome Home Village Project will align with California's Housing First Policy in accordance with CCR Title 25 8409 (b). This program will help participants quickly identify and resolve barriers to maintaining or obtaining services. There will be no requirements in place for someone seeking services, shelter or housing to be able to be served by the outreach team and key partners. All persons will be served regardless of race, gender, disability, substance abuse, criminal history, legal documentation status, or any other perceived housing barrier. Every effort will equally be given to clients to assist with increasing housing stability. Interim housing residents seeking to move to the permanent units will not be required to be "housing ready" nor will they be rejected on the basis of credit or financial history, poor or lack of rental history, or prior criminal convictions unrelated to housing tenancy. Services provided will be client-centered.

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)

GSS and the City's Field Team will implement a client-centered, trauma-informed approach, working to build trusting relationships with individuals served. Any services provided are voluntary. GSS staff are required to take annual training in best practices for trauma-informed care. Training includes topics such as Community Resiliency Model, Rapid Resolution, Cultural Competency, & Strength Based Case Management. Using evidence-based practices is critical for positive long-lasting outcomes for participants. GSS has two Trauma Informed-Care Practitioners on staff, a certified Community Resiliency Model trainer, & two trainers in the VA model of Rapid Resolution.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)

Services included:

1. Good Samaritan Shelter (GSS) Outreach Team carry Narcan and will be able to distribute to encampment residents to prevent overdoses
2. GSS works with Pacific Pride to be able to distribute fentanyl test strips to prevent overdoses amongst encampment residents with Substance Use Disorders
3. GSS operates a Sobering Center just 30 miles south of the encampment location, and can provide voluntary sobering services for up to 72 hours before transitioning residents either back to the encampment or to interim housing

4. GSS has contracts with the County to provide withdrawal management and residential treatment services nearby in Santa Maria
5. Medicated Assisted Treatment services have been proven to be an effective harm reduction intervention and will be provided by groups such as Sun Street, Aegis, and SLO County Behavioral Health
6. The City will provide trash services, restrooms, and periodic paramedic assistance through the Field Team.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

Due to the location of the encampment along San Luis Obispo Creek, there is a threat of flooding during storm events. The City sends Field Teams to the area before storms to inform residents and help them find safe evacuation locations. Wildfire is a constant threat in the creek bed and the surrounding open space from escaped encampment fires. With increased field team outreach support, the City and County hope that the incidence of fires will decrease. Likewise, with expanded outreach at the encampment, staff will be able to identify individuals potentially needing medical assistance more quickly.

29. Identify what controls are or will be in place to ensure that all ERF-2-R funded parties will not penalize homelessness. The term “penalize homelessness” means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons’ engagement in necessary human activities, including sleeping, resting, and eating. (1000 character limit)

The City has invested significant resources to expand housing options for all and implement strategies with partners to reduce chronic homelessness. While the City does have an ordinance prohibiting camping on city streets and parking areas, the City created Compassionate Assistance, Mitigation, and Prevention (CAMP) Standards to guide City staff actions regarding unpermitted camps occurring on public property. City staff are expected to exercise care and discretion when making decisions on how to address community health and safety concerns. City staff work to support and refer people to shelter and care resources. The standards reinforce the importance of an individual's choice. Only when staff observe someone engaging in an unlawful activity (e.g. starting fires), should law enforcement investigate. The standards are clear – involuntarily homeless persons may not be penalized simply for being homeless or on public property, where no alternatives are available.

30. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000 character limit)

The encampment is on community open space with few access points and no bathrooms or garbage receptacles, so human waste and trash accumulate in the area. The City will add bear-proof dumpsters for trash collection along the BJBT encampment and portable bathrooms at trail entrance points. The City will regularly maintain these facilities during the grant, while the County and its partners work to place individuals in interim and permanent housing. Showers and hot meals, along with other day services, are available at 40 Prado Homeless Services Center just adjacent to the Bob Jones Northern trailhead. Homeless services provider, Shower the People, also offers showers 4 days a week in the City of San Luis Obispo at various locations.

Accelerated Timeline

31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)

The City of San Luis Obispo's Field Team of paramedics, police, and social workers conduct daily outreach to people residing in the BJBT encampment. City Field Team outreach efforts include providing medical care; family reunification assistance; transportation to services, the hospital, train station, and other locations; and referrals to 40 Prado Homeless Services Center, County Drug and Alcohol Services, and

Transitions Mental Health Association. Showers and hot meals, along with other day services, are available at 40 Prado Homeless Services Center just adjacent to the Bob Jones Northern trailhead. Homeless services provider, Shower the People, also offers showers 4 days a week in the City of San Luis Obispo at various locations.

32. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000 character limit)

Currently, the City of San Luis Obispo Field Teams visit the BJBT encampment daily to gain trust of those individuals experiencing homelessness and to provide outreach to the individuals. Good Samaritan will deploy an outreach team that will work in collaboration with the existing City of San Luis Obispo Field Teams to go out on a daily basis to engage individuals on the BJBT encampment. During the first 4-6 months of the outreach engagement plan, outreach teams will go out on a daily basis to engage individuals at the BJBT encampment to build trust and to be able to provide information into the Homeless Management Information System (HMIS) and Fulcrum. The two database systems will help to track individuals that are already residing in the area and will feed into the Coordinated Entry System. The clients that are discovered in the outreach will be the clients that will be prioritized for this project.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month ____.	The first planned exit of a person or household from the prioritized encampment will occur in month ____.	The last planned exit of a person or household from the prioritized encampment will occur in month ____.
Sep2023	July2024	December2023	July2025

Attachment: Standardized Timeline

Final_ERF-2-R Project Timeline Template_12.22-2.23_Jurisdiction_mm.yy.xlsx

Applicants must use the [ERF-2-R Timeline Template](#) available on [box.com](#)

CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Kristin Ventresca

Title

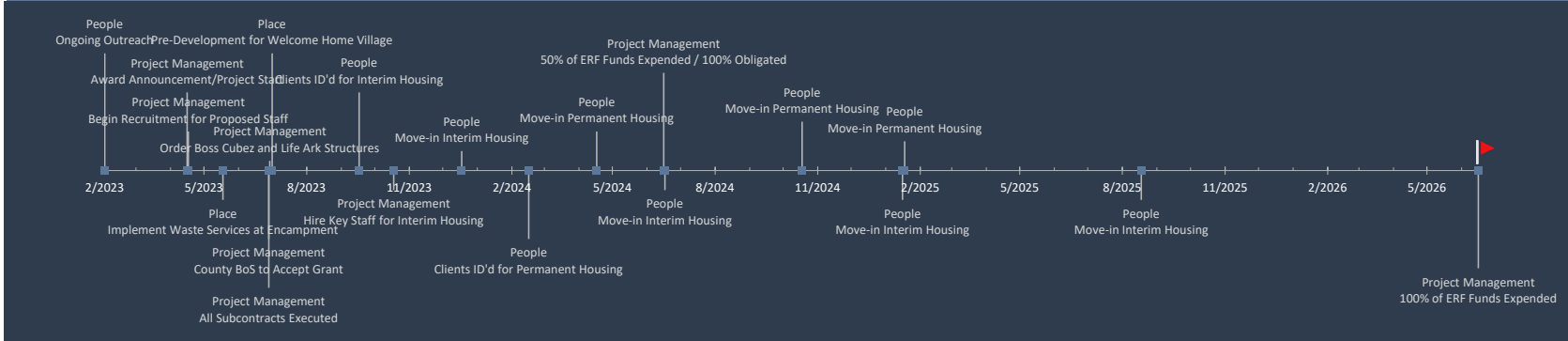
Administrative Services Manager

Email

kventresca@co.slo.ca.us

ERF-2-R Project Timeline

County of San Luis Obispo



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
2/15/2023	Ongoing Outreach	People	60	Outreach has been conducted to individuals in the BJBT encampment over the past year
4/30/2023	Award Announcement/Project Start	Project Management	40	
5/1/2023	Begin Recruitment for Proposed Staff	Project Management	20	Begin recruitment for staff positions that are not filled as outlined in the proposal
6/1/2023	Implement Waste Services at Encampment	Place	-15	
7/12/2023	County BoS to Accept Grant	Project Management	-35	
7/12/2023	All Subcontracts Executed	Project Management	-60	Good Samaritan Shelter, DignityMoves, City of San Luis Obispo
7/13/2023	Order Boss Cubez and Life Ark Structures	Project Management	5	34 Beds of Interim Housing/46 Beds of Permanent Supportive Housing
7/15/2023	Pre-Development for Welcome Home Village	Place	60	Dignity Moves begins the pre-development portion of Welcome Home Village
10/1/2023	Clients ID'd for Interim Housing	People	40	Welcome Home Village w/ 20 availability ready for move in
11/1/2023	Hire Key Staff for Interim Housing	Project Management	-10	Good Samaritan hire from recruitment staff for Welcome Home Village
1/1/2024	Move-in Interim Housing	People	10	First 20 clients move into interim housing location
3/1/2024	Clients ID'd for Permanent Housing	People	-35	Welcome Home Village w/ 20 availability ready for move in Permanent Housing
5/1/2024	Move-in Permanent Housing	People	20	First 20 clients move into permanent supportive housing
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	50	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
7/1/2024	Move-in Interim Housing	People	-10	Next 20 clients move into interim housing location, assuming some of the first 20 of 34 units have transitioned to the permanent housing units
11/1/2024	Move-in Permanent Housing	People	25	Next 20 clients move into permanent supportive housing
1/30/2025	Move-in Interim Housing	People	-15	Next 20 clients move into interim housing location, assuming some of the next 20 of 34 units have transitioned to the permanent housing units
2/1/2025	Move-in Permanent Housing	People	15	Remaining Permanent Housing Units Filled
9/1/2025	Move-in Interim Housing	People	-15	Next 20 clients move into interim housing location
6/30/2026	100% of ERF Funds Expended	Project Management	-50	Statutory Deadline for 100% of ERF funds to be spent

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.
2. Insert entire rows to the Project Milestones table to add additional milestones.
3. Column B should be a date
3. Column C should be the milestone name- however your team refers to it.
4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.
5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.
6. Column F is a space to provide additional context, detail, or description for a specific milestone.

ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION	
<i>This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any changes to this budget must be authorized through the change request process.</i>	<i>Use drop-downs. See NOFA, III. A.</i>	<i>Enables Cal ICH to immediately understand the line item.</i>	<i>Enables Cal ICH to associate the line item with specific entities or parts of a proposal.</i>	<i>Only ERF-2-R Funds</i>	<i>Non-ERF-2-R Funds That WILL be Used to Support this Proposal</i>	<i>Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.</i>

PERSONNEL COSTS

			SALARY	FTE	MONTHS		
Services Coordination	Welcome Home Shelter Staff	Good Samaritan	39,520.00	7.00	24	553,280.00	Day to Day Management and Operation of Welcome Home Village
Systems Support	Welcome Home Shelter Director	Good Samaritan	93,600.00	0.10	24	18,720.00	Overall Coordination of Shelter Staff and Director of Welcome Home Village
Services Coordination	Welcome Home Program Manager	Good Samaritan	68,400.00	1.00	24	156,800.00	Oversees Case Manager and Welcome Home Village Staff
Services Coordination	Welcome Home Case Manager	Good Samaritan	52,000.00	1.50	24	156,000.00	Case Manager at Welcome Home Village
Services Coordination	Welcome Home Transporter	Good Samaritan	47,840.00	0.50	24	47,840.00	Transports Clients to and from Welcome Home Village to assist with service appointments
Services Coordination	Welcome Home Benefits and Payroll Taxes	Good Samaritan	7	1.00	24	189,660.00	Benefits and Payroll Taxes: 75-30% average
Interim Sheltering	Welcome Home Security Guard	Good Samaritan	227,136.00	1.00	24	454,272.00	24 Hours Security, 7 days a week, 1 Security Guard
Street Outreach	Outreach Program Manager	Good Samaritan	78,200.00	0.50	4	6,516.67	Oversees Housing Navigators and Outreach Operations
Street Outreach	Outreach Housing Navigators	Good Samaritan	49,920.00	4.00	4	33,280.00	Partners with individuals at encampments to find the most appropriate housing solution
Street Outreach	Outreach Benefits and Payroll Taxes	Good Samaritan	7	1.00	4	9,837.00	Benefits and Payroll Taxes
Street Outreach	Parks & Recreation Ranger	City of San Luis Obispo	562,296.00	0.5	24	562,296.00	Manages encampment initiatives, including temporary infrastructure, environmental cleanup, and maintenance needs
Street Outreach	Parks & Recreation Ranger	City of San Luis Obispo	553,404.00	0.5	24	553,404.00	Manages encampment initiatives, including temporary infrastructure, environmental cleanup, and maintenance needs
Services Coordination	Maintenance Contracts Coordinator	City of San Luis Obispo	876,778.00	0.25	24	538,389.00	Manages encampment maintenance contracts
Services Coordination	Dignity Director - Maintenance Operations	City of San Luis Obispo	137,488.00	0.05	24	513,748.80	Manages maintenance operations for encampment
Street Outreach	Community Action Team (CAT) Social Worker	City of San Luis Obispo	555,167.00	0.25	24	\$27,583.50	Conducts outreach and connects individuals with services
Street Outreach	Community Action Team (CAT) Police Officer	City of San Luis Obispo	1,010,634.00	0.25	24	\$50,817.00	Conducts outreach and connects individuals with services
Street Outreach	Mobile Crisis Unit (MCU) Social Worker	City of San Luis Obispo	361,787.00	0.25	24	\$30,893.50	Conducts outreach and connects individuals with services
Street Outreach	Mobile Crisis Unit (MCU) Firefighter / Paramedic	City of San Luis Obispo	579,352.00	0.25	24	\$39,676.00	Conducts outreach and connects individuals with services
Street Outreach	Outreach Licensed Psychiatric Technician	County of San Luis Obispo	147,552.00	1.00	24	295,104.00	Outreach with Good Samaritan and City Field Team

Subtotal - Personnel Costs

\$ 1,767,013.47 \$ 623,220.06

NON-PERSONNEL COSTS

			UNIT	RATE	TIME		
Street Outreach	Outreach Supplies	Good Samaritan				2,400.00	General, Food, Office Supplies
Street Outreach	Outreach Transportation	Good Samaritan				3,800.00	Rental/Lease, Mileage, Insurance
Street Outreach	Outreach Client Incentives	Good Samaritan	200 People			3,333.00	Client Incentives for Engagement
Street Outreach	Outreach Client Services & Direct Assistance	Good Samaritan				2,293.00	Facility Rent, Insurance, Storage, Contracted Services, Telephone, Internet and Utilities
Street Outreach	Outreach Indirect Costs	Good Samaritan				7,931.00	Indirect Costs
Interim Sheltering	Catered Meals	Good Samaritan	80 People	\$12 a day	730 Days	438,000.00	Catered meals at 80 people a day x \$12 a day
Delivery of Permanent Housing	Welcome Home Client Services & Direct Assistance	Good Samaritan				376,088.00	Insurance, Vehicle Leases, Fuel, Cellphones, Computer Equipment, Office Expense, Repairs and Maintenance, Utilities, Internet, Camera System, Contracted Services
Interim Sheltering	Welcome Home Indirect Costs	Good Samaritan				291,090.00	Indirect Costs
Delivery of Permanent Housing	Permanent Housing - Life Aids	Life Aids				4,500,000.00	45 Units of Permanent Supportive Housing - Proposal Dated 2/7/2023
Interim Sheltering	Interim Sheltering Units	Boss Cubes				600,000.00	34 Units of Transitional Housing - Proposal Dated 1/24/2023
Delivery of Permanent Housing	Services Building	Dignity Moves				4,000,000.00	2,000 sq ft. Building for Offices, Services, Workforce Development
Delivery of Permanent Housing	Housing Soft Costs	Dignity Moves				1,250,000.00	Development Management, Storage, Design/Architect, Engineering, Survey/Title, IT/Security, Development Fee
Delivery of Permanent Housing	General Contractor	Dignity Moves				2,750,000.00	Project Supervision, Management, Surveying, Earthwork/Clearing, SWPPP, AC Paving, Concrete, Underground Utilities, Landscape/Irrigation, Handrails/Decking, Electrical, Plumbing
Services Coordination	Public Works Temporary Restrooms	Harvey's Hench Hats	2	\$1,800	24	\$86,400.00	Two temporary restrooms for encampment, including servicing
Services Coordination	Public Works Temporary Trash Services	San Luis Garbage	2	\$600	24	\$28,800.00	Temporary trash services for encampment
Services Coordination	Parks & Recreation Temporary Storage	City of San Luis Obispo	1	\$500	24	\$12,000.00	Storage for personal belongings of encampment inhabitants
Services Coordination	PI/Fire Technology - Devices	Verizon	2	\$500	24	\$1,000.00	Two iPad devices for outreach team to collect and track data
Services Coordination	PI/Fire Technology - Monthly Service	Verizon	2	\$40	24	\$1,920.00	Monthly service fee for iPad devices
Services Coordination	Parks & Recreation Transportation - City V	City of San Luis Obispo	1	\$500	24	\$12,000.00	Transportation and gas for outreach team
Services Coordination	Parks & Recreation Trash Removal Service	2 Mexican Junk Removal	1	\$1,000	24	\$24,000.00	Trash removal costs for maintaining health and safety at encampment
Delivery of Permanent Housing	Palm Street Housing	Transitions Mental Health Association	8			2,034,961.00	8 Units for Disabled Homeless
Delivery of Permanent Housing	Thorn Housing	People's Self Help Housing	68			11,407,964.00	68 Units, 34 Units Set-Aside for Homeless
Delivery of Permanent Housing	Cambria Pines Housing	People's Self Help Housing	33			1,613,578.00	33 Units, 9 Units Set-Aside for Homeless
Delivery of Permanent Housing	Del Rio Ridge Housing	People's Self Help Housing	42			1,077,856.00	42 Units, 10 Units Set-Aside for Homeless
Delivery of Permanent Housing	Housing Now	Transitions Mental Health Association	80			1,089,772.00	80 Units, All Set-Aside for Chronically Homeless
Interim Sheltering	40 Prado Homeless Shelter	Community Action Partnership of San Luis Obispo	129			593,740.00	129 Congregate Shelter Beds
Delivery of Permanent Housing	Anderson Hotel	Housing Authority of San Luis Obispo	40			2,000,000.00	40 Units, 12 Units Set-Aside for Homeless
Delivery of Permanent Housing	Shell Beach Senior	Housing Authority of San Luis Obispo	26			877,568.00	26 Units, 3 Units Set-Aside for Homeless
Delivery of Permanent Housing	Pismo Terrace	People's Self Help Housing	50			13,389,318.00	50 Units, 26 Units Set-Aside for Homeless
Delivery of Permanent Housing	Templeton Place II	People's Self Help Housing	36			1,438,262.00	36 Senior Units, 10 Set-Aside for Homeless Veterans
Delivery of Permanent Housing	Broad Street	People's Self Help Housing	40			338,864.00	40 Units, 10 Units Set-Aside for Homeless Veterans
Delivery of Permanent Housing	Branch Street	Transitions Mental Health Association	6			1,493,335.00	6 Units
Interim Sheltering	Olmeda Transitional Housing	Family Care Network	3			199,999.00	3 Units - All Set-Aside for Transitional Aged Youth
Delivery of Permanent Housing	Welcome Home Village Proposed Site	County of San Luis Obispo				1,360,000.00	Good faith County Real Property Assessment internal estimate, based upon a review of comparable properties by RPS and the Assessor's Office and does not reflect a valuation done by a licensed appraiser

Subtotal - Non-Personnel Costs

\$ 10,931,055.00 \$ 38,975,247.00

ADMINISTRATIVE COSTS

Administrative Costs	Homelessness Response Manager	City of San Luis Obispo	\$116,688.00	0.25	24	\$58,344.00	\$7,807.96	Manages City's Homelessness Response policies and procedures for encampment
Administrative Costs	Homelessness Response Coordinator	City of San Luis Obispo	\$65,676.00	0.25	24	\$32,838.00	\$7,153.37	Coordinates City's Field Team and encampment outreach efforts
Administrative Costs	Homeless Services Division Manager	County of San Luis Obispo	\$203,280.00	0.1	24	\$40,656.00	\$20,328.00	Oversees Encampment Project and Collaboration Between Entities
Administrative Costs	Homeless Services Administrative Services Manager	County of San Luis Obispo	\$184,683.00	0.1	24	\$36,936.60	\$18,468.30	Oversees County Grant Process
Administrative Costs	Encampment Program Manager	County of San Luis Obispo	\$164,271.00	0.5	24	\$164,271.00	\$82,135.50	Manages Contracts for Good Samaritan, Dignity Moves, and the City of San Luis Obispo Grant Reporting and Overall Administration
Administrative Costs	Accountant	County of San Luis Obispo	\$133,032.00	0.5	24	\$133,032.00	\$66,516.00	Assist with Processing Invoices, tracking expenses, and accounting duties
Administrative Costs	Accounting Technician	County of San Luis Obispo	\$7,188.00	0.5	24	\$7,188.00	\$4,159.00	Assist with Processing Invoices, tracking expenses, and accounting duties
Administrative Costs	Indirect Costs	County of San Luis Obispo	\$55,327.56			\$110,655.12	\$5,327.56	Indirect Costs

Subtotal - Administrative Costs

\$663,930.72 \$301,335.69

TOTAL BUDGET

\$ 13,361,999.19 \$ 39,899,802.75

February 22, 2023

To: California Business, Consumer Services, and Housing Agency

Subject: The City of San Luis Obispo and County of San Luis Obispo Encampment Resolution Funding Letter of Support

To Whom It May Concern,

Caltrans District 5 is supportive of and committed to the City of San Luis Obispo and the County of San Luis Obispo for their proposal of their Encampment Resolution Funding request. The City of San Luis Obispo, the County of San Luis Obispo, and partnering agencies have been providing services such as: emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to homeless encampments along Hwy 101 for the last 24+ months. They are committed to the region and have shown their willingness to partner to improve the accessibility of those most in need by providing housing and other resources.

The City of San Luis Obispo in partnership with the County of San Luis Obispo plans to expand and provide the following mental health and housing services for the persons experiencing homelessness (PEH) occupying the encampment along the Bob Jones Bicycle Trail (BJBT) in San Luis Obispo.

Interim & Permanent Housing:

- Transitional Housing in partnership with Dignity Moves at the DSS site, including 30 single rooms, 4 ADA units, communal kitchen, 2 bathrooms, and 1 laundry site.
- Permanent Supportive Housing in partnership with LifeArk at the Department of Social Services (DSS) surplus lot including 10 single units and 4 ADA units.

Outreach & Mental Health Services:

- Expanded outreach at Bob Jones Bicycle Trail encampment in partnership with the City of SLO's Community Action Team (CAT) and Mobile Crisis Unit (MCU) teams, Parks & Recreation Rangers, and Good Samaritan Shelter.
- Emergency and transitional shelter referrals to CAPSLO and TMHA as the Department of Social Services (DSS) modular home site is being built.

Providing the above services and housing will greatly reduce safety hazards that encampments pose along Hwy 101, such as:

- Flooding: quick rising water levels in creek bed areas during storm events exacerbated by encampment debris. Flooding during severe weather has occurred along this stretch of highway in 2022 and 2023, resulting in freeway closures.
- Fire Danger: fires, escaped encampment fires, wildland/vegetation fires, and trash fires have resulted in property and infrastructure damage in several areas.
- Emergency Accessibility – EMS, Fire, and Police Departments are unable to access several areas along Highway 101 during emergencies due to inaccessible locations.

We are eager to partner with the City of San Luis Obispo and the County of San Luis Obispo to strengthen and expand the resources to connect homeless individuals with new opportunities and services within the City and County of San Luis Obispo.

Sincerely,



Sara von Schwind

Deputy District Director, Caltrans District 5 sara.von.schwind@dot.ca.gov
(805) 549-3281


Caltrans ERF Support Letter City of SLO


Final Audit Report


2023-02-22


Created:	2023-02-22
By:	Carolyn Norris (s153260@dot.ca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAPzjsImkJ6gGLrnlr47QohTYnX4Pe_1B


"Caltrans ERF Support Letter City of SLO" History

 Document created by Carolyn Norris (s153260@dot.ca.gov)
2023-02-22 - 11:21:30 PM GMT

 Document emailed to Sara von Schwind (sara.von.schwind@dot.ca.gov) for signature 2023-02-22
- 11:21:55 PM GMT

 Email viewed by Sara von Schwind (sara.von.schwind@dot.ca.gov)
2023-02-22 - 11:25:49 PM GMT

 Document e-signed by Sara von Schwind (sara.von.schwind@dot.ca.gov)
Signature Date: 2023-02-22 - 11:26:07 PM GMT - Time Source: server

 Agreement completed.
2023-02-22 - 11:26:07 PM GMT



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Office of the City Manager

990 Palm Street, San Luis Obispo, CA 93401-3249
805.781.7114
slocity.org

Date February 24, 2023

Subject: Round 2 Encampment Resolution Funding Program

Dear Review Committee,

The County of San Luis Obispo is applying, with support from the City and our community partners, to fund a coordinated effort to help individuals experiencing homelessness living in the Bob Jones Bike Trail corridor encampment in the City of San Luis Obispo. The encampment is one of the largest in our City, and it is not safe for people living along the trail, creek, and Highway 101 right-of-way. This cross-jurisdictional effort will connect individuals living in the encampment directly to shelter and housing, mental health treatment services, and health care.

Our whole community witnesses the struggle that our unhoused neighbors experience. The City, County, and our partners have identified a solution, informed by the experiences of real people living in the Bob Jones Bike Trail encampment, that is innovative and prioritizes the dignity and health of unhoused residents. This proposal will strengthen trauma-informed outreach to encampment residents and provide avenues to supportive services, create new non-congregate interim housing options, and develop a clearer pathway to permanent housing for these community members. The proposal will also address the basic needs of residents living in the encampment while housing options are identified.

One of the City's continuing 5 major city goals is "Housing and Homelessness." Over the past few years, the City has invested significant resources to expand housing options for all and to partner with others to implement comprehensive strategies to reduce chronic homelessness. We are proposing an actionable, person-centered, coordinated approach to assist people experiencing homelessness in this encampment. The threat of flooding, fire, and crime in this location are detrimental to their health and safety.

We whole-heartedly support this application and urge you to fund this important initiative for our community.

Sincerely,

DocuSigned by:

781D8928F7363450
Derek Johnson
City Manager

February 21, 2023

Subject: Round 2 Encampment Resolution Funding Program

Dear Review Committee,

The County of San Luis Obispo and its partners are applying for funding to support a coordinated effort to help individuals experiencing homelessness living in the Bob Jones Trail encampment in the City of San Luis Obispo. The encampment is one of the largest in the City and is not safe for people living along the trail, creek, and Highway 101 right-of-way. This cross-jurisdictional effort will connect individuals living in the encampment directly to shelter and housing, mental health treatment services, and health care.

We at San Luis Obispo Council of Governments whole-heartedly support this effort by the County, City, and their community partners. Our whole community witnesses the struggle that our unhoused neighbors experience. This proposal will strengthen trauma-informed outreach to encampment residents and avenues to support services, create new non-congregate interim housing options, and develop a clearer pathway to permanent housing for these community members. The proposal will also address the basic needs of residents living in the encampment while housing options are identified.

Our agency works in close partnership with the City of San Luis Obispo and Caltrans on improving regionally mobility and the quality of life for all residence in our region.

We commend the County and its partners for developing an actionable, person-centered, coordinated approach to assist people experiencing homelessness in this encampment. The threat of flooding, fire, and crime in this location are detrimental to their health and safety. We urge you to fund this important initiative for our community.

If there is any further information required, don't hesitate to contact myself or our staff John DiNunzio at (805) 781-5764 or JDinunzio@slocog.org.

Sincerely,



Pete Rodgers, Executive Director
San Luis Obispo Council of Governments



**COUNTY OF SAN LUIS OBISPO HEALTH AGENCY
BEHAVIORAL HEALTH DEPARTMENT**

Anne Robin, LMFT *Behavioral Health Director*

February 22, 2023

California Interagency Council on Homelessness (CAL ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Re: Encampment Resolution Fund, Round 2 – Letter of Support

The Behavioral Health Department supports the Encampment Resolution Funding, Round 2 (ERF-2) application submitted by the County of San Luis Obispo's Department of Social Services. The Behavioral Health Department recognizes this effort is critical to ensure resolution of encampments that have the potential to negatively impact environmental concerns, roads, obtaining appropriate care, and ultimately the health and safety of individuals residing in the targeted encampment.

Per the 'Countywide Plan to Reduce Homelessness', funding to support short-term, non-congregate shelters and permanent supportive housing is essential in reducing the number of those experiencing homelessness. Additionally, the need to strengthen supportive services by increased efforts in outreach, housing case management, increase and create peer support positions are all imperative to providing services to those experiencing homelessness. Our department has been actively involved in the strategic and collaborative planning efforts for this project.

This program and funding are important to the region's efforts to ensure the wellness and safety of people experiencing homelessness in encampments. This program aligns with the goal of meeting the needs of people who are experiencing homelessness through models demonstrating Housing First values and pursuing solutions that are non-punitive, trauma-informed, and culturally appropriate.

If given the opportunity to implement the proposed Encampment Resolution Fund, Round 2, the Behavioral Health Department is committed to participating in order to enhance the services and opportunities available to support the 'Countywide Plan to Reduce Homelessness'.

Sincerely,

A handwritten signature in blue ink, appearing to read "Anne Robin".

Anne Robin, LMFT
Behavioral Health Director



COUNTY OF SAN LUIS OBISPO HEALTH AGENCY

Nicholas Drews, *Health Agency Director*

February 24, 2023

California Interagency Council on Homelessness (CAL ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Re: Encampment Resolution Fund, Round 2 – Letter of Support

The Health Agency supports the Encampment Resolution Funding, Round 2 (ERF-2) application submitted by the County of San Luis Obispo's Department of Social Services. The Health Agency recognizes this effort is critical to ensure resolution of encampments that have the potential to negatively impact environmental concerns, roads, obtaining appropriate care, and ultimately the health and safety of individuals residing in the targeted encampment.

Per the 'Countywide Plan to Reduce Homelessness', funding to support short-term, non-congregate shelters and permanent supportive housing is essential in reducing the number of those experiencing homelessness as well as the expansion of mental health and substance abuse disorder services. Additionally, the need to strengthen supportive services by increased efforts in outreach, housing case management, increase and create peer support positions are all imperative to providing services to those experiencing homelessness. Our department has been actively involved in the strategic and collaborative planning efforts for this project.

This program and funding are important to the region's efforts to ensure the wellness and safety of people experiencing homelessness in encampments. This program aligns with the goal of meeting the needs of people who are experiencing homelessness through models demonstrating Housing First values and pursuing solutions that are non-punitive, trauma-informed, and culturally appropriate.

If given the opportunity to implement the proposed Encampment Resolution Fund, Round 2, the Health Agency is committed to participating in order to enhance the services and opportunities available to support the 'Countywide Plan to Reduce Homelessness'.

Sincerely,

A handwritten signature in blue ink, appearing to be "ND", written over a light blue horizontal line.

Nicholas Drews
Health Agency Director

— THE —
Balay Ko
FOUNDATION

February 25, 2023

California Interagency Council on Homelessness (CAL ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Re: Encampment Resolution Fund, Round 2 – Letter of Support

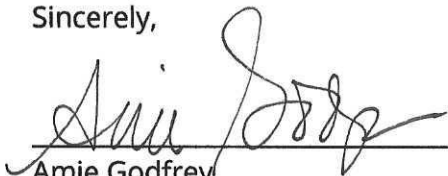
The Balay Ko Foundation supports the Encampment Resolution Funding, Round 2 (ERF-2) application submitted by the County of San Luis Obispo's Department of Social Services. The Balay Ko Foundation recognizes this effort is critical to ensure resolution of encampments that have the potential to negatively impact environmental concerns, roads, obtaining appropriate care, and ultimately the health and safety of individuals residing in the targeted encampment.

Per the 'Countywide Plan to Reduce Homelessness', funding to support short-term, non-congregate shelters and permanent supportive housing is essential in reducing the number of those experiencing homelessness. Our Foundation has been actively involved in the strategic and collaborative planning efforts for this project.

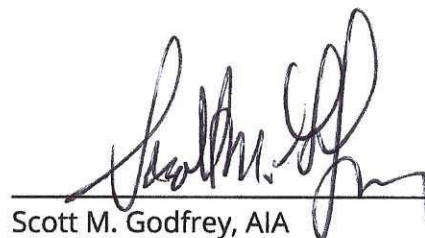
This program and funding are important to the region's efforts to ensure the wellness and safety of people experiencing homelessness in encampments. This program aligns with the goal of meeting the needs of people who are experiencing homelessness through models demonstrating Housing First values and pursuing solutions that are non-punitive, trauma-informed, and culturally appropriate.

If given the opportunity to implement the proposed Encampment Resolution Fund, Round 2, the Balay Ko Foundation is committed to participating by assisting with gap funding as needed in order to enhance the services and opportunities available to support the 'Countywide Plan to Reduce Homelessness'.

Sincerely,



Amie Godfrey
President



Scott M. Godfrey, AIA
Development Director



The San Luis Obispo Countywide Plan to Address Homelessness 2022-2027

Adopted by
County of San Luis Obispo
Board of Supervisors
on August 9, 2022

Adopted by
Homeless Services Oversight Council
(HSOC) on July 18, 2022



Preface: Why We Must Address Homelessness

Homelessness burdens our community in ways we can no longer afford. No matter the lens through which you examine this issue, the cost is high.

The toll of homelessness on the individual experiencing homelessness is well established. The average life expectancy for someone experiencing homelessness is approximately 25 years shorter than those with stable housing.¹ Homelessness exacerbates existing health problems and causes new ones, both with chronic conditions (such as diabetes) and acute problems (such as infections and injuries). Accumulated trauma from insecure and at times dangerous situations can contribute to an unhoused individual's behavioral health challenges. It is difficult to manage one's health and heal when there is no place to rest and recuperate. Further, high rents, stiff competition for lower-cost units, and the many bureaucratic, legal, and financial hurdles facing unhoused persons can make it hard for them to hold on to hope or envision and plan for a safer, more stable life in housing.

Less obvious is the combined toll on our community's wellbeing. As the numbers of those experiencing homeless in our region continues to rise, our community suffers immeasurable losses to our quality of life, environmental wellbeing, and economic vitality.

We mourn the loss of our parks and open spaces. The accessibility we once had to these community resources continues to diminish as more and more people make these locations their homes. The landscapes of our parks, our trails, our community centers and even our sidewalks have rapidly changed. We have long prided ourselves on a high quality of life here in the County of San Luis Obispo, but this quality is being significantly and rapidly degraded by the growing impact of homelessness.

Apart from the emotional toll on our community, the financial cost of homelessness is staggering and continues to grow. The U.S. Department of Housing and Urban Development (HUD) estimates that each homeless person costs their community more than \$40,000 per year² due to frequent use of public services such as ambulance rides, emergency room visits, hospitals, arrests, jail time and other services. These community costs are exacerbated by the financial impact of homelessness through the loss of a region's business vitality. Whether in attracting

¹ Source: *Not One More: Honoring Those Who Died Homeless*, NAEH, available at: <https://endhomelessness.org/blog/not-one-more-honoring-those-who-died-homeless/>

² Source: *The Cost of Homelessness*, by Veronica Morley, available at <https://www.turnto23.com/news/homeless/breaking-down-the-cost-of-homelessness>

diverse business development or maintaining a reliable workforce, the existence and expanse of homelessness are a deterrent to our economic health.

While it is complicated to calculate the total individual and community costs of homelessness, it is even more complicated to understand its root causes. There is not one simple answer to the question of how people become unhoused. There is confusion as to why homelessness grows so rapidly despite expensive efforts to confront it. There is a waning belief, perhaps even a loss of hope, that this problem can ever be prevented from growing and permanently blemishing the texture of the society we leave to our children. While the cause of each instance of homelessness may be unique, there is one thing every case has in common: Once a person is homeless, it becomes increasingly more difficult for them to regain housing and stability as time goes on. Our whole community witnesses the daily suffering and tragedy that our unhoused neighbors experience. In the end, we all are affected.

There is no simple answer to addressing homelessness, but we can all agree that our approach needs to change. This strategy does not pretend to offer an end to homelessness in a community where rent is high, and wages are not. Instead, this strategy offers a bold, systematic, and integrated sequence of actions designed to make the goal of substantially reducing homelessness achievable, so that our children can come to know a region with the values and humanity that have long made our Nation and the County of San Luis Obispo a wonderful place to live.



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Executive Summary

Despite the expansion of homeless shelters and parking villages in the County of San Luis Obispo over the last several years, **we have the capacity to shelter only 20-30% of our homeless citizens on any given night.** Our community is rowing upstream against forces that have evolved over decades and are national in scope: high housing costs, low vacancy rates, chronic impacts of trauma, and behavioral healthcare challenges.

Making incremental increases in uncoordinated efforts to reduce homelessness is no longer an option for our region. This plan outlines a bold, housing-centric strategy to **reduce the number of people experiencing homelessness to 50% of the current level within five years.** Achieving this goal will require a whole-of-community effort that includes increasing the availability of non-congregate shelters; reexamining and diversifying funding sources; strengthening regional partnerships; and modernizing the data systems and structures that address homelessness.

Achieving this goal in a high-demand/low-supply local housing market requires a mix of housing approaches that vary by how they affect housing supply, the level of services they require, and the time and cost it takes to build them. The plan includes strategies to **build or secure housing solutions for 2,050 additional people over five years.**

The plan is organized into **six Lines of Effort (LOE).** Each Line of Effort represents a series of related events, actions or projects that combine to achieve a specific objective linked to the strategic goal of reducing homeless. This is a roadmap; details will be added as each area is addressed over time, using a data-based approach to inform decisions. While each LOE addresses a distinct aspect of the challenge, none stands alone. For example, LOE1 (the main effort) focuses on increasing the amount and types of housing and shelter available, while LOE2 is focused on preventing homelessness and supporting housing stability.

This plan recognizes that increased access to housing is necessary but insufficient. **While reducing homelessness is the goal, solely building housing is not. Reducing homelessness requires not just a physical increase in housing, but also the services needed to support people in securing and retaining that housing.**

Reducing homelessness must also address specific barriers such as trauma, mental illness, addiction, and medical challenges, with attention on the needs that may differ by culture, language, family type, age, and an individual's specific experience with trauma. Furthermore, this plan recognizes that a structured approach to regional collaboration is needed to implement and oversee these efforts, supported by new data capabilities and expanded efforts in communications and public engagement.

State of Homelessness in the County of San Luis Obispo

How many people are experiencing homelessness in the County of San Luis Obispo?

- **1483 people** were observed as homeless throughout SLO County in the 2019 Point-In-Time Count. 2022 results are pending at the time of this plan's release. To see data from the most recent local homeless Point-In-Time Count, please refer to [this report](#).³
- On average, each year since 2018, homeless system of care inflow has exceeded outflow by **196 people**.
- In 2020, among communities categorized as “largely suburban” nation-wide, the County of San Luis Obispo had the **3rd largest percentage of unsheltered homelessness nationwide—82.4% of the homeless population was unsheltered**. San Luis Obispo also made the **top 5** list for unsheltered youth, unsheltered veterans and unsheltered individuals.

What is the homeless system of care?

The *homeless system of care* consists of all the various community partners that provide or support housing, shelter, services, and resources for people who are experiencing homelessness or who have recently experienced homelessness in our community. These include, among others, CAP-SLO, ECHO, 5 Cities Homeless Coalition, Lumina Alliance, Transitions Mental Health Association, the Salvation Army, HASLO, and County departments.

Who is experiencing homelessness in the County of San Luis Obispo?

- Programs to house families have been better funded than those that house individuals, so **individuals are less likely to be receiving housing and service resources**. Families make up 15% of the Point-In-Time Count census but 39% of the people served by the system of care. In contrast, individuals make up 85% of the Point-In-Time Count but only 61% of those served by the homeless system of care.
- **Most people who access services for homelessness in the County of San Luis Obispo are from the County of San Luis Obispo**. 92.9% of people who accessed homeless services in 2020 in the County of San Luis Obispo had not accessed services in any other community in California.

We know housing ends homelessness—what about housing?

- The County of San Luis Obispo is the **second least affordable small metro area** in the entire nation. The County's cost of housing is about **51.7% higher**

³ 2022 San Luis Obispo County Homeless Count and Survey Comprehensive Report, produced by ASR, *available at*: https://www.slocounty.ca.gov/getdoc/3e2558de-42f5-472d-a747-2c64500dff6d/2022-SLO-PIT-Report_final.pdf

than the national average, ranking it as a small metro area with the **fourth-highest housing cost** in the United States.⁴

- As of February 2022, rent in this County averaged at **\$2,347 per month** – \$719 more than the national average.⁵
- The **apartment vacancy rate** as of fourth quarter of 2020 was 3%, which is approximately half of the national rate **5.6%**.
- **Rapidly rising rents** (13.5% increase from 2020 to 2021 and 46% since 2016) have increased the financial burdens on low-income people.⁶
- The median rental household in the County spends 38% of its income on housing, meaning that **over half of all rental households in the County are at increased risk of homelessness** due to the burden that housing costs place on family budgets.⁷

How has the homeless system of care been able to respond to these challenges?

- Since 2019, year-round **emergency shelter capacity increased by 115 beds (73%)** and maximum total capacity has doubled with the addition of 110 safe parking spaces. Despite these increases, on any given night **we have the capacity to shelter only 20-30% of the number of people observed as homeless in 2019 (Point-In-Time Count)**
- Federal efforts such as the **CARES Act and ARP** and state equivalent such as **HHAP** have resulted in several one-time grants that have launched new efforts. As those close, challenges continue.
- At the same time, housing and service providers **struggle to hire and maintain enough adequately trained staff**. For example, in April 2022, the County Behavioral Health department had over 20 open positions. Similarly, the Atascadero Winter Shelter closed 6 weeks early due to lack of staffing.

What would be better?

- This community plan calls for **strategic coordination across the region** to create more housing and shelter, to improve system efficiencies and efficacy, and to support services that stabilize people in housing.
- The substantial expansion in capacity for shelter and housing outlined in this plan – with the staffing needed for success – will **save lives, reduce suffering, restore people to productive lives, improve the environment, and set all communities in the County on a path to improve how public spaces are shared.**

⁴ Source: *SLO County second least affordable small metro in America*, San Luis Obispo Tribute, March 21, 2022.

⁵ Source: <https://www.rentcafe.com/average-rent-market-trends/us/ca/san-luis-obispo/>

⁶ Source: Analysis of HUD Fair Market Rents, available at: <https://www.huduser.gov/portal/datasets/fmr.html>

⁷ Source: <https://www.huduser.gov/portal/datasets/cp.html#2006-2017>

Ending Homelessness

Vision

The San Luis Obispo region will reduce homelessness by ensuring that people at risk of losing housing can retain it, and those experiencing homelessness can equitably secure safe housing with appropriate supports, minimizing trauma to the individual, the community, and the environment.

Goals of this Plan:

1. Reduce the number of people experiencing homelessness to 50% of the current level within five years.
2. Reduce *unsheltered* homelessness to 50% of the current level within five years.

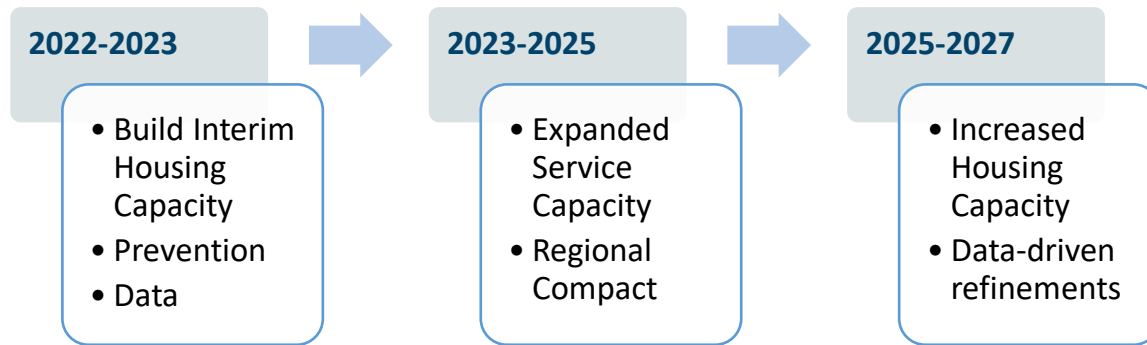
Six Lines of Effort:

1. Create affordable and appropriately designed **housing opportunities and shelter options** for underserved populations.
2. Focus efforts on **housing stability** for those experiencing homelessness or at risk of homelessness, including expanding prevention/diversion, supportive services, and housing navigation efforts.
3. Improve and expand **data management efforts** through HMIS and Coordinated Entry to strengthen data-driven operational guidance and strategic oversight.
4. Create, identify, and streamline **funding and resources**.
5. Strengthen **regional collaboration**.
6. Build **public engagement** through information-sharing and partnership.

Our Guiding Principles:

- We must use a **rapid cycle implementation strategy** to add capacity in housing, shelter, and homelessness prevention.
- We will **build the train as it travels**: Strategic planning, action planning, and implementation will be occurring simultaneously.
- **Innovation** is needed to create lower cost housing and shelter options.
- We will actively **engage persons with lived experience of homelessness** in the development, refinement, and execution of plans.
- We must **work together across jurisdictional boundaries and across sectors** so that we can move forward with strategically coordinated action.
- We will build **community awareness** of the impacts of homelessness on our community and support for countywide initiatives.

Summary Timeline



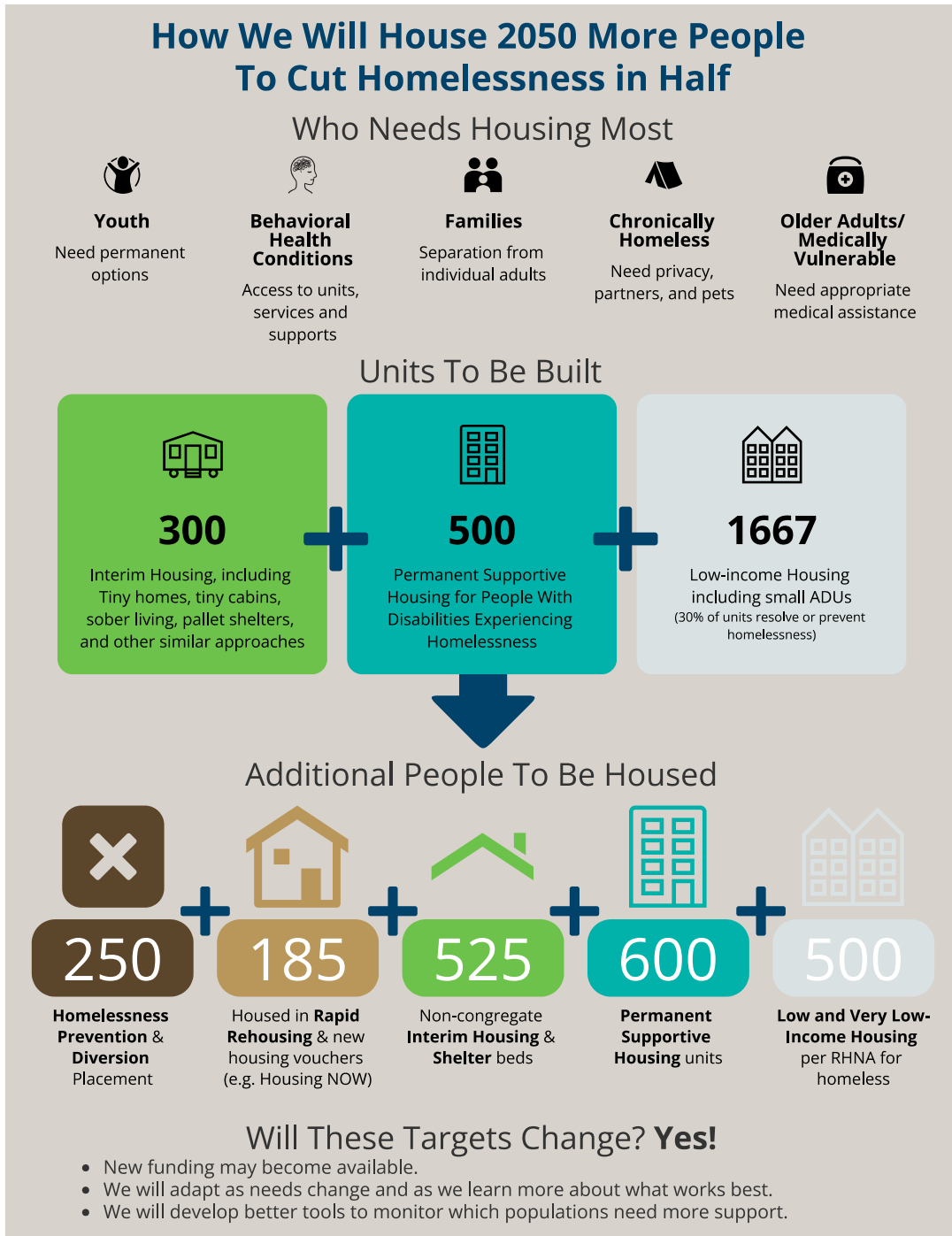
- **First 12 Months: Rapid-Cycle Expansion of Interim Housing Capacity**
 - Rapid-cycle implementation of non-congregate sheltering/interim housing capacity.
 - Expand landlord partnership through incentive program and incentive/mitigation fund.
 - Through launch of Homeless Action Committee, lay groundwork for a Regional Compact on homelessness to expand affordable and homeless-dedicated housing regionally, including deeper analysis of needs and resources focused on populations that are medically vulnerable/age 65+, have behavioral health conditions, are chronically homeless, or are families with children.
 - Increase diversion and prevention capacity.
 - Expand staffing levels to meet needs in interim housing capacity and provide services for people with behavioral health conditions.
 - Improve and expand HMIS and Coordinated Entry for data-driven strategic oversight capabilities and operational guidance.
 - Actively engage persons with lived experience of homelessness into all phases of planning.
 - Launch community education and media plan.
- **Years 2-3: Regional Compact for Housing Development and Expanded Service Capacity**
 - Jurisdictions will develop a Regional Homelessness Compact to develop and align supportive housing goals, reducing barriers to housing and aligning resources to create and support housing.
 - Expand supportive services available to ensure people are able to access and maintain housing, especially outreach, skills training, medical care and behavioral health services.

- Create community standards for services and housing and expand training and other staff supports to ensure all resources support strategic plan goals and use of best practices.
 - Improve data analytics and systematic reporting. Expand data connections and coordination with criminal legal system, hospitals, residential care and supported housing to offer more effective and efficient services, while respecting individual privacy rights.
 - Review and learn from rapid cycle expansion of non-congregate sheltering/interim housing capacity and prevention and diversion capacity to fill in gaps and make improvements
- **Years 4-5: Increase Housing Capacity**
 - Complete more affordable and supportive housing projects, both traditional and non-traditional, and meet Regional Housing Needs Allocation (RHNA) targets in all jurisdictions
 - Develop housing solutions with consideration of water and other infrastructure needs
 - Systematically speed up the path from homelessness to housing
 - Solidify gains with sustainable ongoing funding
 - Implement incentives as needed to ensure implementation of the Regional Compact
 - Enhance community partnerships to support system effectiveness



Lines of Effort

Line of Effort 1: Create affordable and appropriately designed housing opportunities and shelter options for underserved populations.



Focus: Increase the number of interim and permanent housing opportunities for prioritized beneficiary groups experiencing homelessness, to clear the backlog of households without appropriate housing options due to specific housing barriers and increase the overall effectiveness and efficiency of the homeless system of care.

Beneficiary groups have been identified based on data analysis of community need. These groups may change over time as homelessness is addressed and community needs change.

The following beneficiary groups have been identified as this plan begins:

- Older Adults/Medically vulnerable
- People with Behavioral Health Conditions
- Chronically Homeless
- Families

Metric: Create 2050 new housing opportunities for persons experiencing homelessness or at-risk of homelessness over a 5-year period across the County

What do we mean by “creating housing opportunities”?

Creating housing opportunities includes any strategy to increasing housing access, including but not limited to:

- Constructing, acquiring, rehabilitating, or renovating housing units
- Master leasing
- Funding housing subsidies for households to access apartments in the community
- Non-traditional housing or shelter options, like tiny homes, pallet shelters, board & care facilities, shared housing, or other designs.

Summary of Timing:

- **Year 1:**
 - Find locations and start building non-traditional interim supportive housing with the goal of creating 300 units within 3 years
 - Develop better data on how many people need what type of housing and supports, and where they need it, so that we can develop clear, data-informed, housing targets for specific populations.

- **Years 2-3:**
 - Prioritize and accelerate development of permanent housing projects to meet the mix of needs in the community, including permanent supportive housing (PSH) dedicated to homeless households.
 - Keep building interim supportive housing.
- **Years 4-5:**
 - Ensure the creation of permanent supportive housing and low income/very low-income housing, including small Accessory Dwelling Units (ADUs) to meet Regional Housing Needs Assessment (RHNA) targets in all jurisdictions.

See Appendix A for housing model definitions, targets, expected number of persons housed, and turnover assumptions.

A. Rapidly create and support low-cost, non-traditional interim supportive housing solutions.

1. Use rapid-cycle implementation to **increase non-congregate sheltering/interim housing capacity** through projects such as pallet shelters, cabins, tiny homes, sober living homes, room and board settings, and parking villages. Target one project in each City and Supervisor District for a total of **300 new units countywide within 3 years.**
2. Ensure that these new interim housing projects countywide form a **continuum of safe, accessible, low-barrier interim housing/shelter options** for individuals and for families that include wet or damp shelters, which allow for people with substance use needs to have housing while beginning to address recovery, and options that allow partners and pets.
3. Expand the Oklahoma Avenue **Parking Village** and replicate on a smaller scale in additional locations, with housing navigation support.
4. Provide **housing-focused services** to address needs of specific populations, including chronically homeless, unsheltered, families, and elderly/medically vulnerable. (*See also*, LOE 2.C)
5. Develop **community standards for temporary non-traditional supportive housing** to ensure that people served in these settings exit to permanent housing.
6. **Complete a quarterly analysis of existing projects to determine the utilization and need for interim housing** based on geography, climate, and

Housing Unit: A housing unit serves one household, which may consist of one person.

population and outcomes of various models. Align and expand shelter resources based on analysis.

B. Remove barriers to building new units for homeless populations throughout the region, especially in cities.

1. Cities and County will adopt **least restrictive interpretation of “low-barrier navigation centers”** (based on state zoning requirements) into zoning codes.
2. Cities and County will consider **deferring or waiving permit fees** for new infrastructure related to homelessness (or commit permit and/or impacts fees to support building costs).
3. Complete a **regional inventory** of city- and county-owned properties (based on compilation of city housing inventories within each Housing Element).
4. Codify best practices and facilitate adoption of streamlined development of homeless housing through a **Regional Homelessness Compact**. (*See also*, LOE 5.A.)

C. Create and sustain permanent supportive housing for homeless households.

1. Work with **healthcare partners to expand access to supportive housing environments** appropriate for medically vulnerable individuals, chronically homeless persons and seniors. (*See also*, LOE 2.J.)
2. Commit to ongoing funding needed to **sustain the operations and supportive services for existing permanent supportive housing projects**.
3. Reduce the development cost of permanent supportive housing by **removing fees** and by **aligning local land use policies** to reduce barriers to siting.
4. Advocate at the state level for **changes to housing development policies** that would streamline the development of permanent supportive housing.
5. Accelerate project implementation to build **500 additional units of permanent supportive housing** for homeless persons within 5 years.
6. Prioritize production of a **mix of project sizes** to serve different needs, including projects of fewer than 12 units, projects for persons with chronic mental illness, and larger projects using tax credit financing to accommodate families and seniors.
7. Ensure all housing created accounts for **water and other infrastructure needs**.

Non- traditional supportive housing options can include the following:

- Pallet shelters
- Tiny Homes
- Board & Care
- Single Room Occupancy (SRO)
- Sober living homes

8. Use **clear prioritization and systematic tracking** to ensure that medically vulnerable and chronically homeless individuals needing permanent supportive housing exit from stabilizing environments such as interim housing/shelter solutions into permanent supportive housing with sufficient clinical and other service supports.

D. Increase use of existing vouchers and rapid rehousing funds through a region-wide landlord incentive and outreach program to maximize available units with private landlords.

1. Bring the Housing Authority of City of San Luis Obispo's (HASLO) Emergency Housing Voucher **landlord incentive program** to scale in all communities to increase the number of participating landlords by 15% over the next 5 years.
2. Create a countywide **landlord incentive/mitigation fund** and adjust available funding based on analysis of access, utilization, and outcome of current landlord engagement efforts.
3. Sustain current levels of vouchers and rapid rehousing. Add resources sufficient for **an additional 160 persons to find housing**.
4. Expand the **Housing Now** program by 5 additional persons each year.

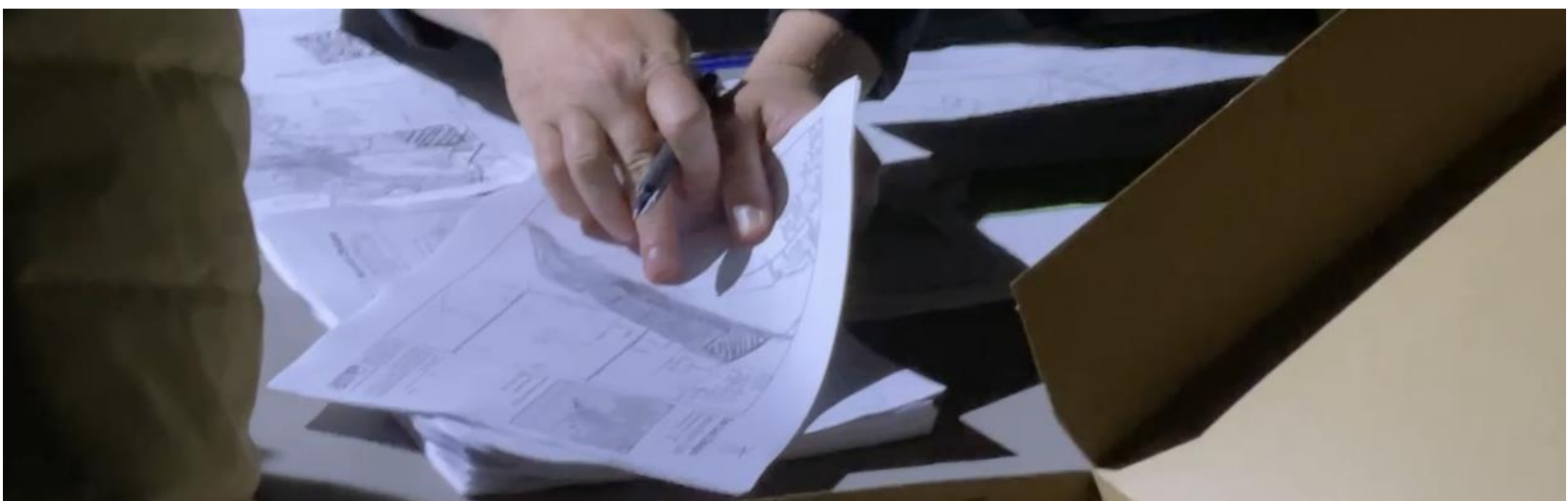
E. Increase access to seasonal and weather-dependent shelter throughout the region.

1. **Maximize opportunities for winter sheltering** across the County. Start with identifying locations, then where possible, expand for less severe weather conditions and more days of service.
2. Consider **cooling centers** in each region (North, Central and South) to be available on days expected to exceed 100 degrees, to support both unhoused persons and vulnerable housed people without air conditioning.

F. Support achievement of Regional Housing Needs Assessment (RHNA) goals for affordable housing targeting low- and very low-income households in every jurisdiction.

1. Introduce policies and strategies to accelerate completion of affordable housing projects, including traditional housing and small accessory dwelling units or permanent tiny homes, to **meet RHNA targets in all jurisdictions** (one-half of 6th cycle RHNA targets for low-income and very low-income units within 5 years), to achieve **1667 units of low/very low-income housing** and 500 supportive units dedicated to homeless persons or preventing homelessness (*see also*, LOE #1 C.4).

2. Create a **public dashboard** to demonstrate progress toward affordable housing goals.
3. Provide **incentives to builders and developers** of affordable housing to increase development, including increasing local matching funds to help make strategic local projects competitive for tax-credit financing.
4. **Preserve existing affordable housing**, such as mobile home parks and the Anderson building.
5. **Support smaller homes of all kinds** such as tiny homes, tiny homes on wheels and ADUs.
6. **Support all levels of affordable housing** (including deed restricted housing, moderate affordable units, affordable by design approaches) to provide housing for those exiting successfully from homeless-dedicated housing and stabilize moderate- and low-income households, including workforce.
7. Encourage development of **workforce housing** countywide to support staff who are currently working or moving to the area to work in this field.
8. Review **City and County resources including** Community Development Block Grant (CDBG) funding to increase the efficiency and timeliness of allocation and utilization. For example, consider combining funds to get projects qualified for tax-credit financing more quickly.
9. Through the HSOC Housing Committee, consider and encourage exploration of **alternative housing finance models**.



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.

Focus: Strengthen supportive services across subpopulations to effectively assist people who are experiencing homelessness in obtaining and maintaining housing.

Metrics:

- System-wide, reduce the average length of time people experience homelessness by 10% each year.
- Increase the number of people being served in shelters or by outreach staff that access permanent housing by 10% each year.
- Increase the number of people exiting homelessness by at least 2050 over five years, compared with current level of effort.

Summary of Timing:

- **Year 1:** Prevention & Diversion; services sufficient to support new interim housing
- **Years 2-3:** Develop services, training and coordination, especially outreach, skill development, and behavioral health.
- **Years 4-5:** Maintain services, with ongoing assessments and refinements to maximize effectiveness

A. Implement housing-focused case management and services across the region.

1. **Increase staff to meet the growing challenge of** emerging needs (with increased efforts in coordinated entry, outreach, housing case management); utilizing best-practices to define appropriate client to staff caseload ratios and to hire individuals who are gender- and culturally diverse, including multi-lingual staff.
2. **Recruit and support development of new staff**, which may include outreach to and partnerships with high schools and colleges; and provide support for continued education for current staff.
3. **Increase and create peer support positions** including developing qualifications, providing training, and leveraging support from the Department of Rehabilitation and Department of Health Care Services.

4. **Increase compensation and benefits** to reduce turnover, standardize pay scales across providers, and provide livable wages for those working in the services sector.

B. Support program staff in delivering effective services

1. Develop and implement **community standards and best practices for each service area** (including outreach, case management, coordinated entry) with a universal focus on housing navigation.
2. Create a **uniform, digital library, and schedule of trainings** for supportive services (including housing first, motivational interviewing, harm reduction, trauma-informed care, vocational training, resource availability, and diversity/equity/inclusion competency).
3. Ensure that **coordinated entry system is used as the foundation** for service assessment across the continuum.
4. Develop a **resource knowledge base and referral system** to maximize community resources (including housing programs such as HASLO vouchers, HUD-VASH and other specialty vouchers, affordable/tax credit housing and legal resources).
5. Expand **access to interpretation** services for all providers.
6. Expand **technology toolkit** to ensure coordinated entry assessment can be done in real time in the field, with virtual client signatures.
7. Coordinate services and resources with public health and social service agencies to effectively respond to any **emergencies, disaster events, and/or communicable diseases** (including COVID).
8. Leverage the expertise and success of existing models with **proven outcomes** to inform new and expanding programs.

C. Structure services based on population need and geographical coverage.

1. **Revamp the coordinated entry system** to prioritize services based on need (including diversion, permanent supportive housing for higher threshold chronically homeless, rapid re-housing for lower threshold) throughout the geographic region.
2. **Coordinate outreach strategies across multiple agencies** to allocate and prioritize resources geographically and across populations and to improve information-sharing.
3. Coordinate efforts with **first responders**, including law enforcement and fire department agencies, to improve health and safety.

4. Integrate services with **jail, juvenile justice, probation and other criminal justice entities**.
 5. **Include people experiencing homelessness** in service design and implementation, and at the program and system level.
 6. **Target program services to address the specific needs of subpopulations**, including people who are aging, youth, and people who have a physical, mental health and/or substance use disorder. Ensure services are culturally appropriate to the target populations and the household makeup (including families, singles, and couples) and that supports vary as needed (specifically, time-limited versus static ongoing services) to allow for growth, independence, self-reliance, and recovery.
 7. **Create multidisciplinary outreach teams**, including either medical staff certified and trained to provide care for physical, mental health, and substance use disorders, including mobile medications, or, at minimum, telemedicine access.
 8. **Pilot a site-based Regional Homeless Operations Center** to support housing navigation services at the Oklahoma Parking Village.
 9. Assess the need and location for **expanded mobile hygiene services** to increase engagement with unsheltered population.
 10. Create and expand job development opportunities for unhoused and newly housed individuals by partnering with job creation and support agencies in the community, including America's Job Center of California, Vocational Rehabilitation, and others.
- D. Prevent homelessness through expanded diversion efforts (also known as housing problem solving or family reunification) and homeless prevention capacity.

1. **Find housing for an additional 50 people each year** through expanded diversion and homeless prevention efforts.
2. **Expand diversion** efforts through coordinated entry system (including by adding staff; improving program outcomes and training; increasing flexible funding for relocation, etc.). Ensure that frontline staff are trained in diversion and progressive engagement.

What is diversion or housing problem solving?

Diversion resolves an immediate housing crisis by problem-solving to find an alternative solution to entering the homelessness system, which may include family reunification. Diversion programs may include financial assistance, mediation, or connection to resources. In one community, the average cost per person in the homeless system was \$3,700, whereas per person cost for diversion was only \$1,550.

3. Expand community partnerships to help **identify households at-risk** of homelessness (for example, through schools, family resource centers, SAFE System of Care, food pantries).
4. Help households stabilize their housing through **temporary financial support** (rent, unpaid utility bills).

E. Implement culturally, linguistically, affirmative, and responsive programs and services to serve all individuals throughout the County in all regions.

1. Build **community understanding of diversity, equity, and inclusion** to ensure equitable access to culturally appropriate and responsive services throughout the homeless system of care.
2. Improve **access to services for people with limited English proficiency.**
3. Develop policies and programs to identify and address structural inequalities.
4. **Regularly train staff** throughout the homeless system of care to be responsive to a growing diverse population.
5. Create opportunities for **formerly homeless persons to participate in creating mutually supportive neighborhoods and build connections** to community resources for personal, social, and economic growth.
6. Develop and implement communication strategies to improve service access that are **culturally and linguistically appropriate.**

F. Expand mental health and substance abuse disorder services.

1. **Increase capacity and training for behavioral health outreach** in the field with ties to ongoing treatment, by adding behavioral health peers, case managers, and providers who are field-based and can connect individuals through technology (telehealth) to professional services. Ensure training related to harm reduction and trauma-informed services for professional and allied staff.
2. **Create integrated service strategies to address** chronic substance use and co-occurring disorders, such as creating sobering centers and residential treatment centers. Ensure that the **outreach workers are trained to recognize and provide interventions**, referrals, and care for both mental health and substance use disorders.
3. Provide **additional services for individuals who are coming out of homelessness** into housing to assist with the psychological impacts, development or renewal of daily living skills, and other post housing transitions including integration into the community.

G. Support efforts of first responders to address high system utilizers

1. Design and develop a countywide intervention strategy to identify, engage and serve **high system utilizers**.
2. Expand and systematize the **interface with the jail** to reduce of frequency of post-incarceration homelessness. Expand **jail in-reach** to plan for re-entry and prevent recidivism through jail-to-community bridge services.
3. Create **24/7 response systems** with supportive services and transportation.

High system utilizers are individuals that disproportionately use emergency departments and inpatient services. Often, obtaining stable housing reduces system use in the first year of tenancy.

G. Structure services based on medical need of aging population

1. Develop and increase appropriate housing and **home healthcare services** to support housing retention among medically vulnerable and high need behavioral health populations.
2. Develop **Medi-Cal-accepting nursing homes, assisted living facilities, and Supplemental Security Income/Social Security Administration (SSI/SSA) accepting licensed board and care homes across the aging spectrum**.
3. Cultivate **active partnerships with Dignity, Tenet, Community Health Centers, other healthcare providers and CenCal Health** to better support people with complex needs.
4. Create **respite care project** for people exiting medical facilities, with support for ensuring housing access.

H. Expand services and housing targeted to Transitional-Age Youth (age 16-25)

1. Strengthen the **safety net to identify, assess and connect youth** experiencing a housing crisis, ensure highest-risk youth receive priority for services.
2. Provide an immediate path to help youth access services for safety due to the consequences of homelessness, through **enhanced outreach and mobile response**.
3. Expand a **continuum of age-appropriate, stable housing options** to meet the diverse needs of youth (for example, host homes, master lease, and permanent supportive housing).
4. Provide a **network of trauma-informed supportive services** to help young people maintain stable housing, learn life skills (including parenting supports)

and to achieve and sustain higher measures of success (including education and employment services).

5. Improve youth access and utilization of **medical, behavioral, and dental care services**.
6. Improve youth access and utilization of **public benefits (for example, CalFresh)**.



Line of Effort 3: Improve and expand data management efforts through HMIS and coordinated entry system to strengthen data-driven operational guidance and strategic oversight.

Focus: Improve homeless system data quality and reporting, increase data sharing, and analyze and share data to drive improvements in homeless system performance.

Metrics:

- HMIS access provided to all participating agencies for shared clients to the extent allowed by federal and state laws governing HMIS and privacy.
- Law enforcement, healthcare organizations, government agencies and nonprofit organizations may make referrals to coordinated entry.
- Mechanism exists to analyze aggregate data when individualized data cannot be shared due to privacy laws, regulations, or guidance.

Summary of Timing:

- **Year 1:** Create single HMIS database, data analysis and reporting to the community
- **Years 2-3:** Establish analytics and systematic reporting
- **Years 4-5:** Data driven refinements in strategy and services

A. Create a coordinated entry system that is open and accessible to all partner agencies to make referrals into the coordinated entry system and access data.

1. Establish **one unified data system** for the coordinated entry system and the Homeless Management Information System (HMIS). Acquire and implement software platform/vendor that meets community needs.
2. Create a **streamlined and automated referral process** and allow referrals from law enforcement, healthcare agencies, government agencies, and not-for-profit organizations.
3. Provide **open access for HMIS participating agencies**, consistent with client consent and relevant federal and state privacy laws.

B. Expand access and usage of data in service coordination and decision-making.

1. **Monitor participation** from HMIS participating agencies to ensure compliance with HMIS policies and procedures.
2. Create and sustain HMIS **technical support positions** in proportion to number of users.
3. Streamline data processes to **eliminate duplicate data entry** and improve understanding of need across the community.
4. Design and implement a **data quality improvement plan** within HMIS for all program types.
5. Create a **data analyst position** to analyze performance and produce reports needed for data-driven management.
6. **Community Action Teams, mobile outreach and engagement teams, and Mobile Crisis Units will have access to and utilize HMIS** data to coordinate and maximize service provision.
7. **Integrate GIS data and HMIS data** so that street outreach teams have access to and can utilize real-time information to better assist homeless persons.
8. Expand **data sharing and coordination with hospitals and managed care organizations** to identify populations with greater medical and behavioral health needs and increase coordination of services.
9. Improve **use of justice department, jail, police data (including TEMP data) and reports** to improve services to people with criminal legal system involvement. Share aggregate data with criminal legal system.
10. Develop a **dashboard and schedule of analytical reports** that can be used to assess program effectiveness, identify and quantify trends in the mix of needs, and fine-tune recommendations for resource generation and allocation.
11. Provide **reports on performance measures** to the HSOC bimonthly.
12. **Expand analysis** of Stella, Homeless Data Integration System, Point-In-Time Count, Coordinated Entry, and HMIS and HUD System Performance Measures to provide a more comprehensive picture of homelessness.
13. Update data system to ensure timely **monitoring of Release of Information authorizations**.
14. Create **data tracking and reporting mechanism** to measure housing and shelter (including alternative housing models) production against Five-Year Plan development goals.

Line of Effort 4: Create, identify, and streamline funding and resources.

Focus: Increase funding and resources through new federal, state and private grant opportunities, restructure County funding to support this strategy, and align all funding available to address homelessness with community needs and priorities.

Metrics:

- Identify and earmark existing and known projected incoming grant monies toward new efforts that specifically accomplish objectives set by this strategy.
- Identify and analyze all current yet uncoordinated homelessness-directed funding streams across multiple government departments and community projects and synchronize them for greater impact.
- Increase grant-writing/grant-management capacity to improve our understanding and involvement with state, federal and other funding sources, improve accountability and contract performance through enhanced grant management, and achieve an optimal return on investment into this strategy.
- Improve understanding and communication between County, City, nonprofit and private entities regarding funding opportunities, processes, and accountability procedures through training and focused interaction.

Summary of Timing:

- **Year 1:**
 - Earmark the Homeless Housing, Assistance and Prevention (HHAP) Program Rounds 2 and 3 funding and selected American Rescue Plan Act (ARPA) monies toward efforts to improve data processes, improve the coordinated entry system, bolster homeless prevention efforts, and build multiple non-congregate shelter operations throughout the region to accommodate 100-150 individuals.
 - Quantify shortfalls in affordable special needs housing and service capacities and link existing and potential funding strategies to close these gaps in the next 4 years.
 - Launch effort to streamline uncoordinated homelessness funding and efforts, including coordination with key external partners such as CenCal Health.
- **Years 2-3:**
 - Continue to identify and steer funding in non-congregate shelter operations while shifting funding priorities to maximize service capacity

and permanent supportive/special needs/ very low-income housing construction efforts.

- Formalize budgeting processes and funding strategies between County and City departments in accordance with a Regional Compact. These efforts might include Bond Measure and working with jurisdictions to achieve local match to maximize other funding such as priority tax credit projects (currently \$40k/unit).
 - Work with CenCal Health to integrate new Cal AIM and Housing and Homelessness Incentive Program services with existing homeless services for maximum efficiency and impact.
 - Evaluate progress towards plan goals and earmark HHAP Round 4 funding to activities with the greatest impact.
- **Years 4-5:**
 - Shift investment priority from expanding non-congregate shelter operations to sustaining service capacity and traditional housing efforts.

A. Optimize the use of current funding streams and identify and obtain new resources

1. **Collectively, community-wide and cross-jurisdictions, identify funding opportunities** that are most likely to be profitable and pursue them collectively and strategically.
2. Develop a cross-jurisdictional team supported by local experts to drive an ongoing effort to **connect the most urgent needs with ever-changing opportunities for funding**, including orchestrating funding blending and coordination.
3. Establish **clear priorities for grant programs for County- and city-controlled funding** that align with the goals of the strategic plan.
4. Implement a **new project review / housing program creation work group** to review applications for new funding opportunities to ensure alignment with the strategic plan.

B. Advocate for state and federal funding.

1. **Align efforts with state and federal plans** to ensure that local efforts are prepared to seize funding and resource opportunities when presented.
2. Advocate for **ongoing state funding** for homeless services operations to sustain capabilities expanded with one-time funding.
3. Advocate for new federal and state funding for **supportive services in permanent supportive housing**.

4. Advocate for federal and state funding to provide **short-term housing stabilization services** for residents of Affordable Housing and Housing Choice Voucher recipients, particularly persons in need of short-term mental health interventions.
5. Create **priorities for new state funding opportunities** to ensure alignment with the strategic plan.
6. Work with local, state, and other regulators to **reduce barriers to creative interventions** and increase funding sources.
7. Ensure governmental legislative platforms align to effectively **advocate for resources and service reforms**.
8. Work with jurisdictions to **achieve local match** to maximize other funding such as priority tax credit projects funded (currently approximately \$40k/unit).

C. Strengthen and increase private philanthropic funding and health care funding for homelessness.

1. **Partner with CenCal and local Healthcare Systems and organizations** to identify opportunities to use CalAIM, Housing and Homeless Incentive Program (HHIP) and other initiatives to increase services and resources aligned with the strategic plan.
2. Strengthen and **align local funders** to support projects aligned with strategic plan.
3. Develop **stronger relationships with the faith community** to provide financial support services and funding.
4. Encourage local bankers and lenders to make it easy for homeowners to **finance the building of Accessory Dwelling Units (ADUs)** under 750 square feet for long-term rental use, since these units can also benefit from state-mandated fee waivers and expedited processing.

D. Align local city and County resources to support strategic plan.

1. Publish **annual combined plan and budget for homelessness** across all jurisdictions.
2. Incentivize achievement of **RHNA goals**.
3. **Consider pooling CDBG funding** between communities to speed housing development.
4. Ask cities and County to consider dedicating the year-over-year increase in **transient occupancy taxes** to supporting housing that is affordable to service sector workers.

5. Seek **pilot project** status for the County and CoC to get more grant funding and more flexibility.
6. Develop additional resources to prevent and address homelessness due to **domestic violence**.
7. Seek **County funding** to/for:
 - Fill in **funding gaps** to sustain operations and services
 - **Data systems** and analytics to leverage state funding and support continued data management
 - Seed money for **low-cost housing strategies**
 - Grant applications and management support including identifying **new grant opportunities**
 - Local support for **priority funding permanent housing projects** considers pooling with the cities
 - Explore other **revenue generating opportunities** to fund strategic plan activities (for example, bond measures, permit fees, etc.).
8. Seek **city and County funding** for:
 - Local support for **priority permanent housing projects** serving low-income and very low-income households
 - **Outreach services** specific to the community
 - Financial and operational support in partnership with other sources for **interim housing and shelter projects** benefiting the community
 - Exploring other **revenue generating opportunities** to fund strategic plan activities (for example, bond measures, permit fees, etc.).



Line of Effort 5: Strengthen Regional Collaboration.

Focus: Create regional, coordinated response to homelessness to minimize duplication of effort and improve system effectiveness to reduce homelessness.

Metric: Create and maintain a Homeless Action Committee for the plan duration.

Summary of Timing:

- **Year 1:** Homeless Action Committee created, meets regularly; Citizens Oversight body formed; quarterly discussion sessions begin for those with lived experience
- **Years 2-3:** Regional Homeless Compact adopted
- **Years 4-5:** Data-driven management

A. Create a mechanism to visualize, describe, unify, and equitably direct regional efforts to address homelessness.

1. Develop **data-driven management:** Through HSOC and its committees, conduct bimonthly data-driven oversight of the status of plan implementation and the extent to which desired outcomes are being achieved. Recommend action steps to the Board of Supervisors, the Homeless Action Committee and other stakeholder groups represented on HSOC as needed. Conduct periodic reviews of programs and services to identify activities that need to be initiated, terminated, sustained. Consider and communicate issues and opportunities initially vetted in HSOC committees.
2. For rapid implementation management, create a **Homeless Action Committee**, consisting of the County Principal Administrative Analyst on Homelessness (and select County staff as required) and all City Managers (and select City Staff as required) that meets regularly (for example, biweekly) to promote a regional, strategically coordinated approach to addressing homelessness, including developing regional housing and shelter goals and plans. Each member will report back to their respective governing agencies and consult with people with lived experience, nonprofit organizations, law enforcement, fire departments, and other community-based entities, as relevant. Staff will receive strategic guidance for this implementation work from HSOC, and coordinate with HSOC and its committees on multidisciplinary matters and policy issues.
3. Building from the Homeless Action Committee, **complete a Regional Homelessness Compact** with principles and jurisdiction-specific targets,

overall and for special needs populations, and positive and negative incentives for compliance.

4. Secure **approval of the Regional Homelessness Compact** by all seven cities and the County Board of Supervisors.
5. Establish a **Citizen's Oversight body** to meet once or twice yearly to review progress on implementation steps and outcomes achieved and to provide community feedback to HSOC and the Board of Supervisors.
6. Pursue **reorganization within the County** to consolidate and empower homeless-related staffing, create more stability and predictability in funding and program structure, reduce duplication, allow for more meaningful mid-term and long-term planning, and braid together a significant amount of spending.



B. Elevate the voice of people experiencing homelessness to reduce stigma and marginalization of the homeless population.

1. **Engage people with lived experience of homelessness** to understand challenges faced by people experiencing homelessness in this community and highlight successes.
2. **Ensure representation** from people of lived experience on all committees or work groups focused on homeless issues.
3. Expand **input from Spanish-speaking population and from all people with limited English proficiency** throughout the homeless system.
4. Hold **quarterly community discussion groups** on homeless issues with content developed in partnership with people of lived experience. Refer insights, requests and recommendations to HSOC committees and the Homeless Action Committee for consideration and action.

Line of Effort 6: Build public engagement through information-sharing and partnership.

Focus: Sufficiently define the core homelessness issues and communicate the need to the community for these issues to be addressed. Educate and communicate with community members about the strategic plan, outcomes of plan efforts, and specific needs to improve community support for efforts to end and reduce homelessness.

Metric: Increase funding from the general public by 10% each year.

Summary of Timing:

- **Year 1:** Community education, media plan and “How can I help?” resources
- **Years 2-3:** Establish accessible dashboards to report results to the community
- **Years 4-5:** Enhance community partnerships to strengthen the effectiveness of individual projects and collective efforts to restore people more quickly and securely into housing.

A. Create a community education strategy to inform community leaders and citizens.

1. Develop and maintain a **web-based information-sharing center** about ongoing activities, plans, and structures responding to homelessness locally to improve communications.
2. Develop **community-wide dashboards** to share progress on addressing homelessness and developing affordable housing.
3. **Circulate HSOC result reports** to multiple constituencies. Develop talking points for report to distribute to cities, service providers, etc.
4. Ensure all **communication is accessible** to the full population (such as translations in Spanish, cultural appropriateness, readability, vision or hearing impaired, etc.)
5. Create a **centralized resource to help answer the “How can I help” question** and help link potential volunteers, donors and advocates with established organizations and each other
6. Create an **online resource for individuals and families who are unhoused** to share information about what is happening in the community, and for individuals experiencing homelessness to have a way to share their experiences with HSOC.

7. **Enhance engagement with front-line community groups and volunteers** working with underserved homeless populations to build community ties and trust with the unhoused community.
8. Build community support for creating homelessness funding mechanisms (including both public and private funding).

B. Create a media plan for communication including professional and social media

1. Hire a **public relations firm** to create media plan to share information about homelessness and the system of care and more effectively engage the community in supportive action, using already-allocated funds.
2. Distribute **shared talking points** to city communications staff.



Summary of Requested Jurisdictional Commitments

To support this plan, each jurisdiction will be encouraged to:

- Participate in Homeless Action Committee and development of Regional Homeless Compact
- Adopt least restrictive interpretation of “low-barrier navigation centers” (based on state zoning requirements) into zoning codes
- Consider waiver of permit fees (or commit permit and/or impact fees to project) for new infrastructure related to homelessness
- Introduce policies and strategies to help accelerate completion of affordable housing projects, both traditional and non-traditional, to meet RHNA targets.
- Consider pooling CDBG funding to speed housing development
- Consider dedicating the year-over-year increase in transient occupancy taxes to supporting housing that is affordable to service sector workers
- Align funding decisions with strategic plan priorities
- Provide funding to:
 - Local support for priority Low-Income/Extremely Low-Income permanent housing projects
 - Outreach services specific to the community
 - Financial and operational support in partnership with other sources for interim housing and shelter projects benefiting the community
 - Explore other revenue generating opportunities to fund strategic plan activities (for example, bond measures, permit fees, etc.)
- Create at least one non-congregate sheltering/interim housing project

In addition, the County will:

- Consider reorganization within the County to consolidate and empower homeless-related staffing
- Provide funding to/for:
 - Fill in funding gaps to sustain operations and services
 - Data systems and analytics to leverage state funding and support continued data management
 - Seed money for low-cost housing strategies
 - Grant applications and management support including identifying new grant opportunities
 - Local support for priority funding permanent housing projects considers pooling with the cities
 - Explore other revenue generating opportunities to fund strategic plan activities (for example, bond measures, permit fees, etc.).

Appendices

Appendix A: Housing Goal Methodology

Housing Goal: 2050 additional housing placements over 5 years

Why 2050?

- Our overall plan goal is to reduce the number of people experiencing homelessness to 50% of the current level within five years. So, if 2100 people are homeless now, we plan to house at least **1050** people homeless countywide before plan completion.
- HMIS data from the past three years shows an average of approximately 200 more people coming into the system of care each year compared to those to exit, so we can estimate that roughly an additional **1000** people will become homeless during the plan implementation period.
- As a result, we plan to house **2050** (1050 + 1000) more people in housing over this 5-year period above and beyond the current level of effort.

How will 2050 placements be reached?

Housing/Shelter Approaches	Target & Assumptions	Supports Needed for Success	Oversight
1. Homelessness Prevention and Diversion			
Homelessness prevention and diversion programs both use problem solving techniques, which may include funding (for example, utility arrears, transportation support), services, and support to either prevent or quickly end a household's homelessness. Both efforts work from each households existing relationships and resources to avoid homelessness.	Target: 250 additional direct placements (50/year)	<ul style="list-style-type: none"> • New diversion specialists • Training across system • Funding to sustain current level of homelessness prevention • Data mechanism to track, report diversion 	HSOC Services Committee

How will 2050 placements be reached?

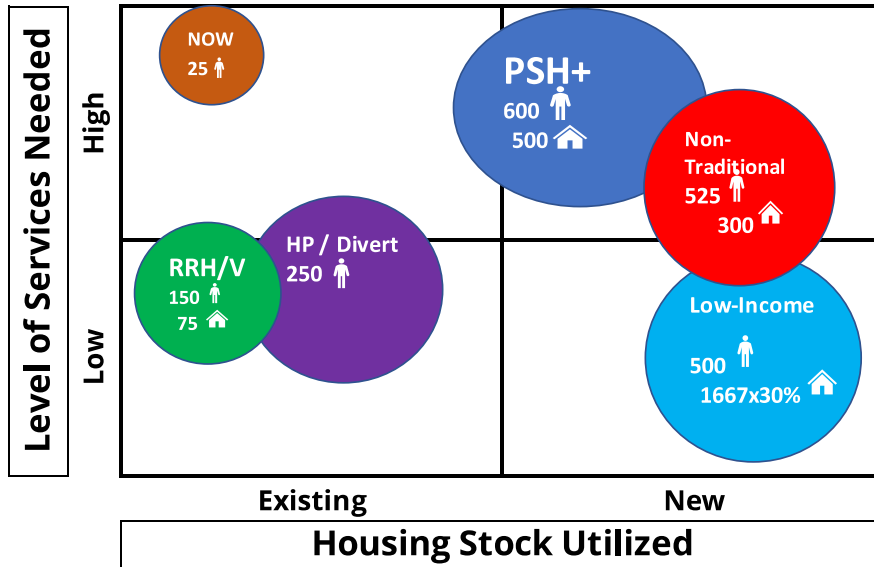
Housing/Shelter Approaches	Target & Assumptions	Supports Needed for Success	Oversight
2. Rapid Rehousing (RRH)/Vouchers			
Rapid rehousing (RRH) is a housing intervention that provides financial support, including short to medium term rental assistance, and services to support households to stabilize in housing. The goal is that households will transition in place and take over their full rent payment when they exit the program.	<p>Target: House an additional 160 people in existing units through a combination of RRH and new housing vouchers.</p> <p>Assumptions: Assume 20% turnover and 1.5 persons per unit. Additional use of this strategy is constrained by the tight housing market.</p>	<ul style="list-style-type: none"> Landlord support and liaison(s) Landlord mitigation and incentive funding Funding for vouchers and move-in costs Case management Behavioral health staffing 	HSOC Services Committee
3. Housing NOW			
A program of intensive mental health and case management support for high-vulnerability persons with extensive support needs, in master-leased or owned units.	<p>Target: House an additional 25 people (5 additional persons per year)</p> <p>Assumption: Additional use of this strategy is constrained by the tight housing market.</p>	<ul style="list-style-type: none"> Additional master-leased or owned units Case management Behavioral health staffing (TMHA) 	HSOC Services Committee
4. Non-Congregate Interim Housing & Sheltering Capacity			
Interim housing and sheltering capacity can take many forms, including tiny homes, cabins, pallet shelters, safe parking, sober living, and other creative approaches. A mix of "wet, dry and damp" environments will be needed. Case management and diversion techniques will be needed to support households to move to more stable housing, which may include subsidized (for example, rapid rehousing) or supportive housing (for example, permanent supportive housing).	<p>Target: Build 300 units within 3 years (90-120-90; roughly 10 sites with average of 30 units per site (range 15-60 units)). With turnover, will shelter 500 people.</p> <p>Assumption: 25% annual turnover to start.</p>	<ul style="list-style-type: none"> Focused effort on permits and construction Operating oversight with community volunteers and donors Case management, behavioral health services, and housing-focused services 	HSOC Housing Committee

How will 2050 placements be reached?

Housing/Shelter Approaches	Target & Assumptions	Supports Needed for Success	Oversight
5. Low and Very Low-Income Housing per RHNA			
Ensure the construction of deed-restricted housing for low-income (LI) and very low-income (VLI) households, plus ADUs	<p>Target: House 500 additional homeless or at-risk people by building 1667 units. (When added to the 500 units of PSH in #6, this equals 1/2 of 10-year RHNA targets countywide).</p> <p>Assumptions: 30% yield: 10% homeless set-aside plus another 20% ultimately resulting in someone avoiding homelessness.</p>	<ul style="list-style-type: none"> • Match unit mix to needs (more 1 BR or studios) • Local matching funds (County and City) • Case management to stabilize people in housing 	HSOC Housing Committee
6. Permanent Supportive Housing (PSH)			
Permanent supportive housing (PSH) is housing for formerly homeless people with disabilities that is not time-limited and includes services to sustain housing. The plan calls for units to be created in new construction or other structures.	<p>Target: Build 500 new units (by year, 50,50,80,160,160). With turnover, house 580 people.</p> <p>Assumption: Continuation of current 14% average turnover rate to house 600 people in 5 years. This includes persons with complex health challenges.</p>	<ul style="list-style-type: none"> • Local matching funds (County and City) • Extensive partnership with healthcare organizations • Case management and behavioral health services required to stabilize housing 	HSOC Housing Committee

Five-Year Targets by Housing Type

(accounting for turnover and percentage dedicated to homeless households)



Definitions:

- RHNA: PSH+ Permanent Supportive Housing + options for high-needs persons (for example, nursing home beds)
 Low Income Affordable Housing for Low Income and Very Low Income households, including ADUs
 Non-Traditional Non-traditional interim housing/shelter options, eg tiny home villages, cabins, sober homes
 NOW Housing NOW
 RRH/V Rapid Re-Housing and new Vouchers
 HP/Divert Homeless Prevention (HP) and Diversion services

Appendix B: Regional Housing Need Allocation (2019)

Jurisdiction	Total Allocation	Very Low 24.6%	Low 15.5%	Moderate 17.9%	Above Moderate 42.0%
Arroyo Grande	692	170	107	124	291
Atascadero	843	207	131	151	354
Grover Beach	369	91	57	66	155
Morro Bay	391	96	60	70	164
Paso Robles	1,446	356	224	259	607
Pismo Beach	459	113	71	82	193
San Luis Obispo City	3,354	825	520	603	1,406
County of San Luis Obispo (unincorporated)	3,256	801	505	585	1,365
Total for County of San Luis Obispo	10,810	2,660	1,675	1,940	4,535

Data Source: Housing Element Implementation and APR Data Dashboard, Regional Housing Needs Allocation (RHNA) Overview for 6th Cycle (12/31/20-12/31/2028) (slide 9), available at: <https://www.hcd.ca.gov/apr-data-dashboard-and-downloads>

Appendix C: Plan Development

This plan was developed between September 2021 and July 2022. The plan was led by a cross-community steering committee that included:

Anne Robin, County of San Luis Obispo Health Agency
Brenda Mack, Community Member
Elaine Archer, Housing Authority of San Luis Obispo
Janna Nichols, 5Cities Homeless Coalition
John Peters, Grover Beach Police Department
Kelsey Nocket, City of San Luis Obispo
Scott Collins, City of Morro Bay
Susan Funk, Councilmember from City of Atascadero (Chair)

The committee was supported by Laurel Weir and other staff from the County of San Luis Obispo Department of Social Services Homeless Services Unit and Joseph Dzvonic, County of San Luis Obispo. Homebase/The Center for Common Concerns, Inc. provided technical support.

The committee reviewed data analyses from the following sources to inform the plan's creation:

- Homelessness Management Information System (HMIS) data for the period from January 2018 to November 15, 2021
- Survey responses from 170 stakeholders
- Survey responses from 55 providers
- Eight stakeholder interviews
- One provider focus group
- One lived experience focus group
- Data provided or obtained by steering committee members

The committee was unable to review the results of the 2022 Point-in-Time Count and coordinated entry data in the development of this plan. The committee desires additional reliable quantitative data to inform housing and service priorities and allocation, including from the coordinated entry system, which informed the creation of Line of Effort 3.

Appendix D: Glossary

Accessory Dwelling Units (ADUs) are permanent units that exist besides, near, or in conjunction with a larger, pre-existing home.

At risk of homelessness is a status given to individuals and their families who have unstable housing and inadequate income and resources.⁸

Behavioral health describes the connection between a person's behaviors and the health and well-being of the body and mind.⁹

Case management includes 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 is when a person 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.

Coordinated Entry (CE) System is 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.

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

Continuum of Care (CoC) is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule¹⁰ for a defined geographic area. Responsibilities of a CoC include operating the CoC, designating and operating an HMIS, planning for the CoC (including coordinating the implementation of a housing and service system within its geographic area that meets the needs of the individuals and families who experience homelessness there), and designing and implementing the process associated with applying for CoC Program funds.

⁸ See 24 C.F.R. § 576.2 for complete definition of “at risk of homelessness” under the Emergency Solutions Grant Program.

⁹ CDC, The Critical Need for a Population Health Approach: Addressing the Nation’s Behavioral Health During the COVID-19 Pandemic and Beyond. Available at: https://www.cdc.gov/pcd/issues/2020/20_0261.htm

¹⁰ CoC Interim Rule, <https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/>

CoC Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

Diversion is 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 is 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, and support services.

Flexible funds have increasingly been permitted and encouraged as an allowable expense by federal, state, and County funders. Flexible funds can be used for a variety of purposes that will result in an immediate solution to a housing crisis. For example, flexible funding can be used to purchase grocery cards, gas cards, certificates or licenses to work, car repair, furniture, pest extermination, storage, essential minor repairs to make living space more habitable, transportation vouchers/passes, costs for birth certificates or other documents, bus or train tickets, moving costs, housing application fees, credit checks, rental deposits, past due rent, one-month rent on new units, utility deposit, and/or utility payments.

Homeless 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) is 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.

Homeless system of care is another way of describing the Continuum of Care (CoC) and the network of partners who come together to work to support people experiencing homelessness or at risk of homelessness.

Housing and Urban Development (HUD), U.S. Department of, is the federal agency responsible for national policy and programs that address housing needs, improve and develop communities, and enforce fair housing laws.

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

Housing First is a well-accepted, national, evidenced-based best practice that eliminates barriers to housing, such as sobriety, treatment or service participation requirements, to ensure individuals and families can exit homelessness as quickly and successfully as possible. Supportive services are 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.¹¹

Housing Inventory Count (HIC) is conducted annually to collect information about how many units of housing in the region are active and reserved for people experiencing homelessness. This includes Emergency Shelter, Transitional Housing, Rapid Re-Housing, and Permanent Supportive Housing. To be included in the HIC count, the units must be reserved for people experiencing homelessness. In addition, to be included on the HIC, any Rapid Re-Housing units must have been actively in use by a particular client on the night of the count – subsidies that are available but are not currently being used to pay rental assistance on a particular apartment are not included in the count.

Landlord incentive programs provide education and incentives to landlords to make it more likely they will rent to people experiencing homelessness. They can

¹¹ *What Housing First Really Means*, National Alliance to End Homelessness (NAEH).

provide funding to support risk mitigation (compensating landlords if tenants harm their premises) and financial incentives that make landlords more likely to rent to people transitioning out of homelessness.

Low-barrier shelters are emergency shelters that have removed most requirements/obstacles for entry into the program so that households are more likely go indoors to connect to services rather than stay on the street. For example, unhoused residents are allowed to bring their pets and possessions, to live with their partners, and do not have to exit the shelter each morning. They are not expected to abstain from using alcohol or other drugs, so long as they do not engage in these activities in common areas of the shelter and are respectful of other residents and staff.

Motivational Interviewing is a client-centered, evidence-based approach used by direct service providers working with people experiencing homelessness. It allows individuals to direct their own path toward the change they seek, rather than trying to convince them of what they need to do. The provider builds trust, listens, and then acts as a guide to help the client to identify their own personal next steps.

Non-congregate shelters provide overnight sleeping accommodations with individual quarters, such as hotels, motels, and dormitories.

People with lived experience are people 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.

Point-in-Time (PIT) Count is 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) provides long-term housing with intensive supportive services to 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 is 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).

Rapid Rehousing (RRH) provides people experiencing homelessness with rental housing subsidies and tailored supportive services for up to 24 months, with the goal of helping people to transition during that time period to more permanent housing.

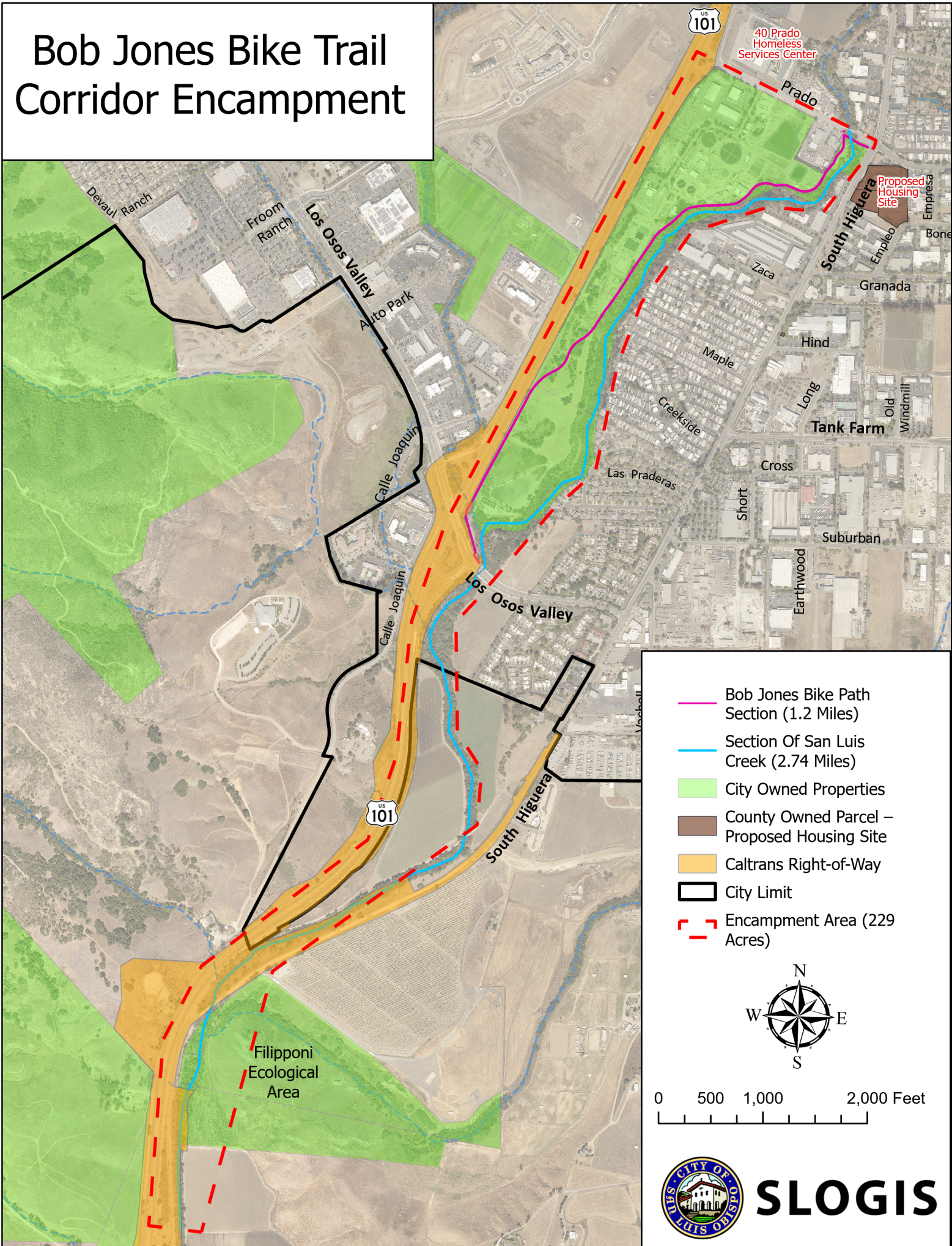
Street outreach involves multi-disciplinary teams who work on the streets or in encampments to engage with people experiencing homelessness who may be disconnected or alienated from services and supports that are offered at an agency.

Supportive 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.

Trauma-informed care is a practice that focuses on understanding and compassion, especially in response to trauma. The practice utilizes tools that empower people to work toward stability. It recognizes a wide range of trauma that can impact people experiencing homelessness; physical, psychological, social, and emotional trauma. It emphasizes the safety of both clients and providers.



Bob Jones Bike Trail Corridor Encampment



US 101

40 Prado Homeless Services Center

Prado

Proposed Housing Site

South Higuera

Emplebo

Granada

Zaca

Maple

Hind

Creekside

Tank Farm

Las Praderas

Cross

Short

Suburban

Earthwood

Los Osos Valley

Auto Park

Calle Joaquin

Calle Joaquin

Los Osos Valley

South Higuera

US 101

Filipponi Ecological Area

- Bob Jones Bike Path Section (1.2 Miles)
- Section Of San Luis Creek (2.74 Miles)
- City Owned Properties
- County Owned Parcel – Proposed Housing Site
- Caltrans Right-of-Way
- City Limit
- Encampment Area (229 Acres)

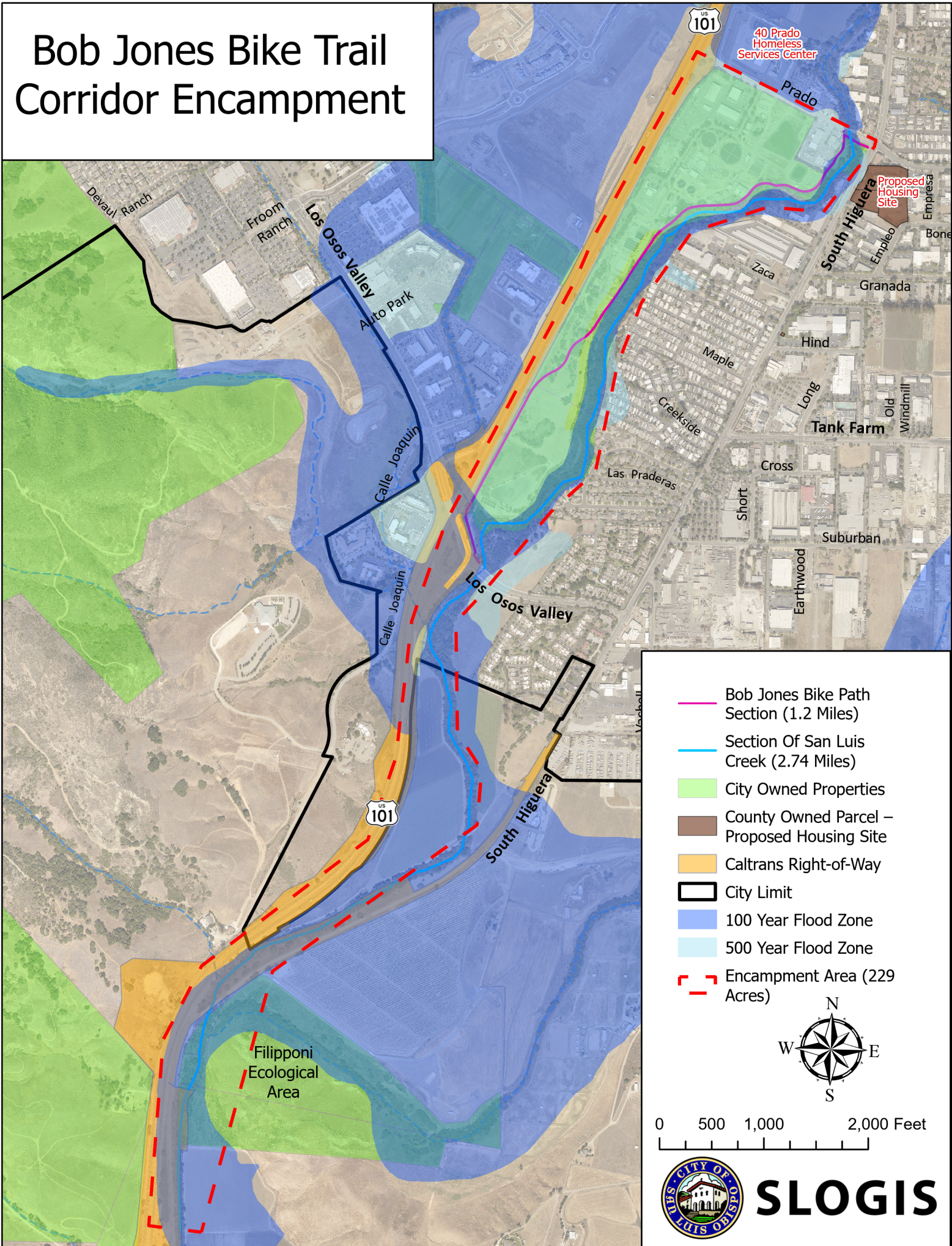











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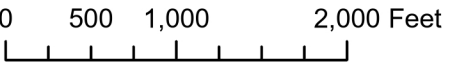
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Bob Jones Bike Trail Corridor Encampment



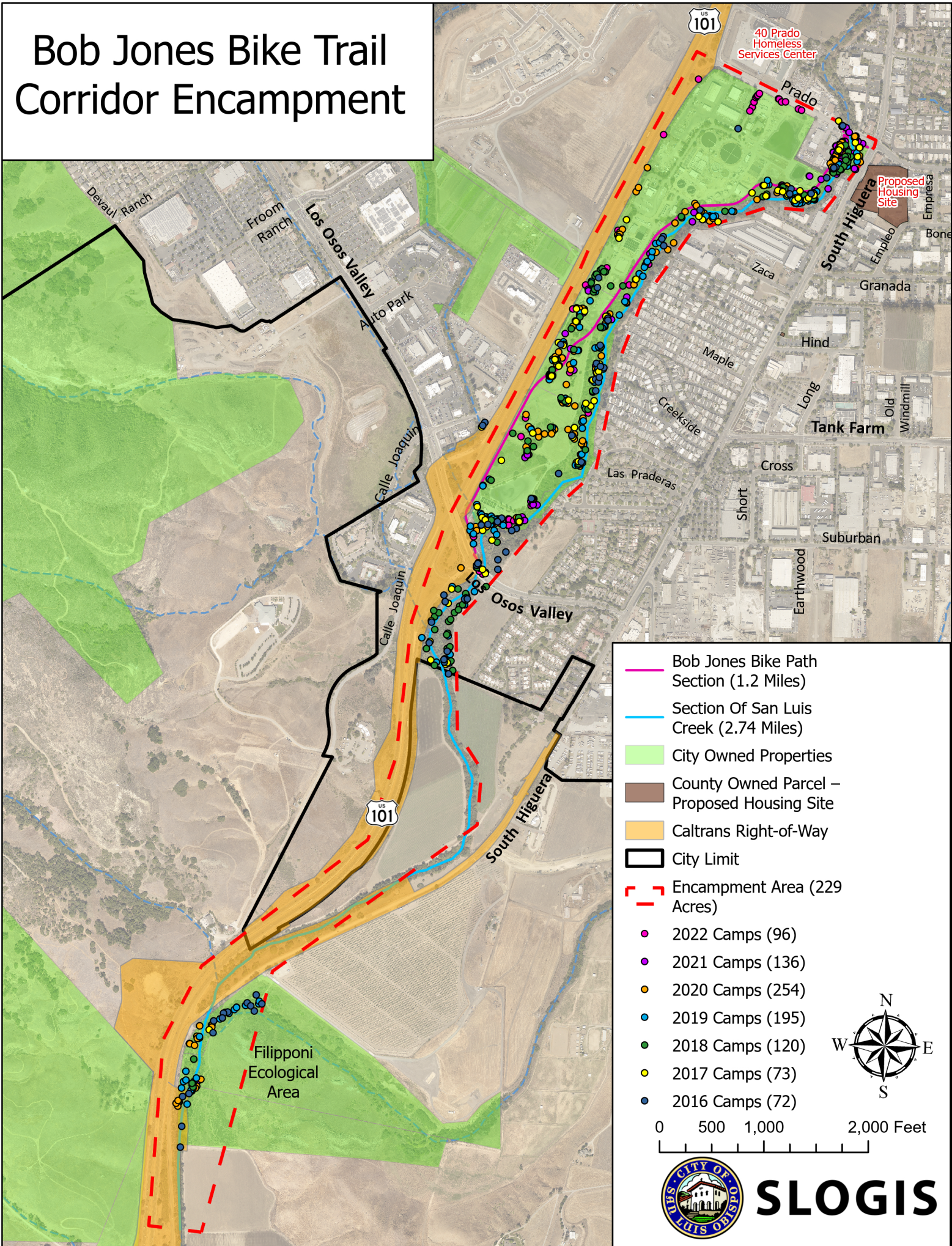
-  Bob Jones Bike Path Section (1.2 Miles)
-  Section Of San Luis Creek (2.74 Miles)
-  City Owned Properties
-  County Owned Parcel – Proposed Housing Site
-  Caltrans Right-of-Way
-  City Limit
-  100 Year Flood Zone
-  500 Year Flood Zone
-  Encampment Area (229 Acres)






SLOGIS

Bob Jones Bike Trail Corridor Encampment



- Bob Jones Bike Path Section (1.2 Miles)
- Section Of San Luis Creek (2.74 Miles)
- City Owned Properties
- County Owned Parcel – Proposed Housing Site
- Caltrans Right-of-Way
- City Limit
- Encampment Area (229 Acres)

- 2022 Camps (96)
- 2021 Camps (136)
- 2020 Camps (254)
- 2019 Camps (195)
- 2018 Camps (120)
- 2017 Camps (73)
- 2016 Camps (72)



0 500 1,000 2,000 Feet



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