



SERVICES TO ELIMINATE HOMELESSNESS IN THE FIVE CITIES AREA

Proposal for the ***SLO COUNTY COMMUNITY FOUNDATION***



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EXECUTIVE SUMMARY

The San Luis Obispo County Community Foundation established the Hugo and Erna Klaproad Fund, through a generous bequest from the Klaproads, former Oceano residents. Through this bequest, the Foundation seeks to distribute approximately \$1.5 million over the next five years to address the unmet needs of the homeless in the Five Cities area.

Late in 2009, the Foundation initiated a project to determine the best course of action to undertake to enhance Homeless Services in the South County. The Foundation recruited knowledgeable, committed service providers, municipal leaders, and homeless advocates to participate on a Task Team to be leaders of this strategic planning effort. The group presented this plan to the South County Community prior to being formally recommended to the San Luis Obispo County Community Foundation Grants Committee.

The Task Team began planning in February 2010. Their goals were:

- To develop a unified community vision of a South County Homeless Services Center that honors the donors' intent;
- To build a collaborative model for implementation;
- To identify resources to leverage the greatest impact for the Klaproad funds; and,
- To develop an implementation plan that addresses long-term sustainability.

The Team held twice-monthly strategic planning meetings, Team action planning meetings, and a community validation session. They systematically discussed and developed recommendations for:

- Unified community vision;
- Operational norms and values;
- Facility design and geographic location;
- Program and services;
- Funding;
- Governance and Leadership;
- Organizational Structure; and,
- Management and Staffing.



Approximately 19% of the county's homeless are found in South County. These people are frequently employed, families, and single parents with children. Over 40% of South County homeless people are experiencing homelessness for the first time. 68% have been homeless for over a year.

Providers of services and programs for this population are in multiple geographically separate locations within and without the South County region. People who could benefit from these services find it challenging to access them. They lack adequate personal transportation and public transportation is cumbersome at best. Program providers also find it challenging to serve the whole person when complimentary services are not located nearby.

The overall goal of this plan is by 2020, to have reached those who are underserved through the establishment of a fully functioning multi-service facility. This facility will provide a continuum of integrated services that will be culturally competent, holistic in nature, and will move program participants toward self-sufficiency. Paid professionals and community volunteers will staff the proposed facility. They will work together competently and compassionately to create and implement sustainable programs.

Currently, a loose network of service providers exists. However, communicating and coordinating services through this network requires time and energy – something in short supply for many service providers. A South County Homeless Services Center will optimize coordination of programs and individual client services. Many agencies working together under one roof will help to minimize duplication of efforts and maximize economies of scale.

Common intake, an HMIS data system, shared equipment, and additional volunteer staffing will help agencies provide more services for the equivalent amount of money they are currently spending. Since many disciplines will be represented in the facility, individual service providers will be better able to focus on the part of case management that they do best. This system avoids duplication and overlap, resulting in more efficient and effective service delivery.

The South County Homeless Services Center will also make it easier for people in need to get services and housing assistance without having to travel to scattered sites throughout the community. The Center will achieve financial sustainability through a carefully designed mix of funding initiatives. It will leverage the Klaprood funds with city, county, and federal funding opportunities, grant making foundations, service provider contributions, community support, and faith community donations. At the same time, a community Board of Directors will exercise prudent fiscal oversight, spending only when funds are available, and based on reaching key progress milestones.



THREE TO FIVE YEAR GOALS

1. We will have reliable, on-going funding streams for capital and operating expenses. Our goal is self-sustaining operations by the end of our third year.
2. Our programs, providing basic level needs through advanced level support for self-sufficiency, will be recognized and accepted by the local community.
3. As we complete the first phase (South County Homeless Services Center), we will be planning for Cold Weather and Emergency Shelter operations. We will design and construct a facility with that flexibility.

STRATEGIC DIRECTIONS

The Team identified the following seven Strategic Directions to carry the project forward:

- Choose a non-profit to provide organizational structure;
- Develop an effective Board of Directors charged with meeting the Mission and Vision
- Secure paid staff and a long-term volunteer work force;
- Acquire a geographical location to provide services;
- Secure qualified and available service providers;
- Develop reliable long-term funding sources; and,
- Obtain community acceptance and support.

FACILITY

Our vision is to establish a full service facility that includes a multipurpose homeless services center that can also function as an emergency shelter, a place for South County People's Kitchen and a warehouse for the Food Bank Coalition of San Luis Obispo County.

This will require a minimum 20,000 square foot building, and a 12,000 square foot warehouse to house the Food Bank. The design of the building and property will contain a sustainable energy component for solar electricity and heating, recycling of gray water, use of California native plants, and low maintenance construction to keep operating costs low.

LOCATION

A subgroup of the Task Team has been working for five months to locate potential building sites or existing commercial buildings that meet the requirements of this project. They identified four possible sites, with two primary choices based on cost and parcel size. Locating suitable property will remain a priority for this project.



ORGANIZATION AND MANAGEMENT

In order to be successful, this project requires a lead agency to locate the property, construct the facility, coordinate tenant service providers, build a funding stream, and manage the South County Homeless Services Center when it is operational. The consensus of the Task Team is that the 5 Cities Homeless Coalition is an appropriate organization to become the Lead Agency for this project and be the recipient of Klaproad funding. The Team based its decision on the 5 Cities Homeless Coalition's vision, commitment, and level of engagement with the homeless community and the South County region.

As a relatively new organization, the 5 Cities Homeless Coalition will require technical assistance in building the requisite infrastructure and capacity to carry this project forward to a successful conclusion. We recommend that the 5 Cities Homeless Coalition initiate four organizational strengthening activities prior to development of the services center:

1. Board Development
 - a. Conduct a Board self-assessment and expand existing Board to include more diverse representation and expertise;
 - b. Conduct comprehensive Board training and complete development of Board policies, roles and responsibilities, structure.
2. Marketing Plan
 - a. Develop and adopt strategies to establish brand, communicate vision, and engage community support.
3. Fundraising Plan for both Capital and Operating
 - a. Conduct feasibility study of South County region's ability and desire to financially support annual fundraising;
 - b. Develop major gifts strategy, annual campaign, fundraising events, grant proposals, corporate requests and individual donor appeals; and,
4. Hire a highly qualified staff person to support Board activities and oversee implementation of marketing, fundraising, and program management.

The South County Homeless Services Center will be led by an Executive Director, who will report to a community Board of Directors. That person will be responsible for management of all operations, publicity and communications, and will oversee and participate in fundraising. Reporting to the Executive Director will be a Program and Services Coordinator and Operations Manager. A Bookkeeper will assist the Executive Director manage the finances.



A part-time support staff person and six volunteers will assist the Program and Services Coordinator. The Operations Manager will be assisted by a part-time support staff person and three volunteers. The 5Cities Homeless Coalition will hire an Executive Director as soon as is feasible in the first year of operations. The other positions will follow in the second and third years as the facility is completed and becomes operational. In the interim, outside service vendors will perform certain functions (e.g., Fund Development, Accounting, etc.).

The Center will function as a cooperative venture among the service providers and management. An Operations Committee, made up of the Executive Director, Program/Services Coordinator, Board Member and representatives from the service providers, will meet monthly to provide program review and performance accountability.

One of this Committee's primary functions will be to perform ongoing evaluation and analysis for process improvement. This includes multi-service weekly performance results and delineation of any outstanding facility, service, or coordination issues. This group will be responsible for determining methods to meet outcome measures, and increase guest/client satisfaction and service effectiveness.

PROGRAMS AND SERVICES

The purpose of this project is to insure that homeless and underserved persons who are in danger of becoming homeless have a focal point for integrated services in the South County. This Center will have an easy, welcoming environment. It will focus on coordination resulting in expansion and strengthening of pro-active services to address early stage intervention and preventive services.

Desired services include:

- Case management;
- Health clinic;
- Showers/Hygiene Area;
- Lockers/Storage;
- Communication Center with Computers, Phone, and Mail Access;
- Family Area;
- Quiet Area-study/meditation;
- Laundry Facility/ Access to gently used clothing;
- Children's center and playground;
- Job skills and resume assistance;
- Congregate feeding of noon meal;
- Recreation Area; and,
- A safe overnight parking area with toilet facilities
- Distribution of non-perishable food stuffs.



The Team recommends a two-tiered approach to providing services once the facility is constructed and open. Priority first tier services will include:

- Provision of food/meals: Groceries, food pantry, breakfast foods, hot lunch served;
- Health Services including medical examination and treatment services;
- Coordinated Housing and Case Management Services: Supportive services and housing assistance for those seeking permanent housing ;
- Mental Health Services: Counseling, group therapy, and psychiatric services;
- Group Drug and Alcohol Services Counseling and 12-Step recovery programs;
- Job seeking services;
- Health Education and Prevention Services (Healthy Living classes); and,
- Social Security, Veterans Affairs, and financial and legal services providers.

When logistics and budget permit, the South County Homeless Services Center will implement second tier services, such as: Disaster Overnight Shelter; Children’s day care services for guests; and Inclement Weather Overnight Shelter.

The Coalition and Service Partners will provide strategic planning, policy development, and oversight for the Center by working directly with all partners and clients to deliver first class integrated services that are sustainable over the long term. Service providers will operate under a Memorandum of Understanding that details a multi-service coordinated approach with approved operating procedures.

The following providers have expressed an interest being part of the Center:

- *Alpha Pregnancy Counseling and Support* – Counseling/education for pregnant young women;
- *Arroyo Grande Community Hospital* – educational health and nutrition programs;
- *Captive Hearts Ministry* –works with women coming out of prison;
- *California Rural Legal Assistance* - Assists low income people with legal assistance;
- *Community Health Centers (CHC)* - Health care, drug and alcohol counseling, supply daily hygiene products, emergency supplies of food and clothes;
- *Community Action Partnership of SLO County* - Housing assistance, emergency funding to help tenants avoid utility shutoff, and case management;
- *Food Bank Coalition of San Luis Obispo County* - provision of food stuffs and educational programs as well as providing job training opportunities;
- *Gryphon Society* - provides half-way houses for people coming out of jail;
- *Lisa Ray’s Donation Group* – Emergency clothing and “Dress for Success” outfits for individuals looking for jobs;



- *People's Self Help Housing* - Supportive Housing Programs;
- *South County People's Kitchen* – A hot, nutritious noon-time meal every day of the year;
- *Together We Can Recover* - A drug and alcohol counseling and recovery program;
- *Transitional Resource Unification Support Technology* - Assists men coming out of jail to get job training to return to the work force; and,
- *The Women's Shelter Program of San Luis Obispo County* - Counseling, and Housing Services.

The 5CHC has also been in discussions with:

- EDD (Shoreline Workplace Development Services);
- San Luis Obispo County Drug & Alcohol Services;
- Social Security Administration;
- Transitions Mental Health; and,
- Department of Veteran's Affairs.

FUNDING

Currently, the primary anticipated funding source is the Klaproad Initiative. The Team's recommendation is that the Foundation designate these funds as follows:

- a. \$250,000 for start-up activities, provided upon successful completion of each component:
 - Strengthen, expand Board of Directors through consultation and training (\$15,000);
 - Develop a marketing plan including collateral materials (\$35,000);
 - Develop a capital campaign plan including: Feasibility study, major gifts strategy, fundraising events, in-kind contributions, and grant writing (\$50,000);
 - Develop a programmatic evaluation plan, including logic model for service center and integration with HMIS reporting (\$5,000);
- b. Hire a staff person for up to two years to support Board of Directors and implement marketing and fundraising campaigns. (\$145,000 over 2 years);
- c. Upon identification of viable property for South County Homeless Services Center, provide up to \$500,000 towards purchase (In the event of donated property, may utilize towards operations or facility construction; and,
- d. Provide matching challenge grant for facility construction up to \$750,000.



CAPITAL

The 5CHC, as operators of the facility, must engage in an aggressive Capital fundraising campaign, beginning immediately. The Food Bank Coalition of San Luis Obispo County and the 5Cities Homeless Coalition will conduct a joint capital campaign.

The budget for construction of the proposed facility is estimated to be \$3,200,000 (\$100/ sq. ft. for 32,000 square feet), for a total price approaching \$3,700,000. The project managers could purchase an existing building for approximately \$1,500,000, and incur \$2,000,000 in post acquisition improvements and remodel costs.¹

OPERATING

The estimated operating budgets for the first four years are \$210,000, \$200,000, \$410,000, and \$440,000, respectively. The first two years will be the initial site purchase and construction period. Initial staffing will be an executive director and support staff/grant consultant to initiate a capital campaign and to contract with service providers. Services will begin in the third year. By the fourth year, the facility will be in full operation.

The Team anticipates that annual operating funding will be met by six major sources:

- Klaproad Initiative funding;
- Service Provider rent;
- Grants from CDBG and Cities;
- Annual fundraising events and donor appeal campaign;
- Faith-based Communities;
- Individual Donors; and,
- Joint Ventures with Community Business Partners.

EVALUATION

Having an evaluation program in place is essential to:

- Determine the effectiveness of the design of the facility and its programs;
- Be in a position to make adjustments as needed;
- Share with others what has been most successful; and,
- Support fund raising efforts through grant writing.

¹ Craig R. Smith, Principal Architect, CRSA Architecture, produced a Preliminary Cost Analysis on August 19, 2010. The construction cost range includes the built facility (structure), "general" preparation of the site, and on-site utility cost. The costing has been developed using data for similar construction methods and similar building types.



In developing an evaluation program, we recommend that the 5CHC collaborate with Cal Poly as a consultant to help determine the correct parameters of the Logic Model. As the facility becomes operational, the evaluation program can be immediately implemented, either through the relationship with Cal Poly using student interns, hiring an outside evaluation consultant, or using existing staff. Having a robust evaluation component will serve to increase both private and government funding possibilities, build a high level of credibility and community respect, insure that program components are relevant to the homeless population, and add to the body of knowledge in the field about the efficacy and impact of certain best practices.

COMMUNITY RELATIONSHIPS

The 5CHC has been working for two years to build solid relationships with a variety of individuals, elected officials, and community and faith-based organizations. In the same way, the South County People's Kitchen has been cultivating support from within churches throughout its history. Much of their strongest support comes from religious organizations in the area.

CONCLUSION

After a six-month intensive study and planning process, we recommend the following to the San Luis Obispo County Community Foundation:

1. Use the Klaproad Fund to establish a 20,000 square foot South County Homeless Services Center. This will be a full service facility that houses multiple service providers in a collaborative operation, and is home to the South County People's Kitchen. It will also include a 12,000 square foot warehouse to house the southern branch of the Food Bank Coalition.
2. Select the 5Cities Homeless Coalition as the Lead Agency for this project and recipient of Klaproad funding.
3. Provide for technical assistance to help the 5Cities Homeless Coalition build the requisite infrastructure and capacity to carry this project forward to a successful conclusion.
4. Allocate Klaproad funding as follows:
 - \$250,000 for start-up activities, provided upon successful completion of each component:
 - Strengthen, expand Board of Directors through consultation and training (\$15,000);
 - Develop a marketing plan including collateral materials (\$35,000);
 - Develop a capital campaign plan including: feasibility study, major gifts strategy, fundraising events, in-kind contributions, and grant writing (\$50,000);



- Develop a programmatic evaluation plan, including logic model for service center and integration with HMIS reporting (\$5,000);
- Hire a staff person for up to two years to support Board of Directors and implement marketing and fundraising campaigns. (\$145,000 over 2 years); and,
- Upon identification of viable property for South County Homeless Services Center, provide up to \$500,000 towards purchase (In the event of donated property, may utilize towards operations or facility construction; and,
- Provide matching challenge grant for facility construction up to \$750,000.



BACKGROUND

The San Luis Obispo County Community Foundation established the Hugo and Erna Klaproad Fund in 2009, through a very generous bequest from the Klaproads, former Oceano residents. The bequest instructed the Foundation “to provide shelter and other services to the homeless not otherwise provided by public or other benefits, with emphasis to be placed on the immediate relief and needs of the homeless in the Five Cities area of San Luis Obispo County.”

In establishing the Klaproad Fund Initiative, the Community Foundation seeks to distribute approximately \$1.5 million over the next five years to address the unmet needs of the homeless in the Five Cities area. In developing the Initiative, the Community Foundation has taken into consideration “Path to a Home: the San Luis Obispo County 10 Year Plan to End Homelessness” recently adopted in 2008.

The objectives of the Klaproad Fund are:

- To provide for the immediate needs of the homeless in the Five Cities area;
- To expand and strengthen existing services for the homeless in the Five Cities; and
- To support a continuum of services for South County homeless that stabilizes and moves them into housing.

Pursuant to that bequest, the Foundation initiated a project to determine the best course of action to proceed in enhancing Homeless Services in the South County. The Foundation selected consultants to assist in the design and implementation of an in-depth six-month planning process. Knowledgeable, committed service providers, municipal leaders, and homeless advocates participated on a Task Team to be leaders of this strategic planning effort. (See Appendix A) The group presented its final product, an action plan, to the South County Community, prior to formally recommending it to the San Luis Obispo County Community Foundation Grants Committee.

In January 2010, a Steering Committee of ten representatives from County and City government, community-based organizations, the local business community, potential funders, and others with experience in serving homeless populations met to advise the Foundation. (See Appendix A) The Committee reviewed the proposed planning process and provided comments and direction. They also assisted in recruiting a 24-member Task Team from among homeless service providers, faith-based organizations, the business community, and key representatives from the Five Cities and County Departments to participate in an intensive six-month planning project.



The Task Team began the next phase of the planning process February 20, 2010. The Team's responsibilities were to develop a proposal and plan that met the requirements of the Klaproad bequest and the Foundation, solicit community feedback, recommend an implementation and oversight body, and present the completed plan to the Foundation's Grants Committee for approval in September 2010.

The Team chose as their goals:

- To develop a unified community vision of a South County Homeless Services Center that honors the donors' intent;
- To build a collaborative model for implementation;
- To identify resources to leverage the greatest impact for the Klaproad funds; and
- To develop an implementation plan that addresses long-term sustainability.

The Team held twice-monthly strategic planning meetings, Team action planning meetings, and a community validation session. The primary task of this group was to develop a set of recommendations of how to proceed with a Homeless Services Center for the Five Cities area.

They systematically discussed and developed recommendations for:

- Unified community vision;
- Operational norms and values;
- Facility design and geographic location;
- Program and services;
- Funding;
- Governance and Leadership;
- Organizational Structure; and,
- Management and Staffing.

The Team worked to assure buy-in for implementation by seeking input from a broad spectrum of the 5 Cities area.

This final proposal follows the Community Foundation's guiding principles for all proposals:

- Honoring donor intent;
- High level of collaboration;
- Ability to leverage grant funds; and,
- Sustainability of proposed program/project.



THE CHALLENGE OF HOMELESSNESS IN THE 5 CITIES

The County's 10-Year Plan to End Homelessness adopted an expansive definition of homelessness. In addition to the chronically homeless, characterized by long-term homelessness and physical or mental disabilities, the 10-Year Plan also discusses episodic and transitional homelessness. People and families who are episodically homeless have a pattern of cycling between permanent housing and supportive housing or shelters. Transitional homelessness is generally the result of some catastrophic event, such as sudden loss of employment or a serious medical problem.

While many people stereotype the homeless population as only those who are chronically homeless, the 2009 enumeration found a highly varied population. Families and single parents with children are much more common in the South County than in the City of San Luis Obispo. This region is also more ethnically diverse than the City of San Luis Obispo, and many more homeless individuals in the South County are employed. The homeless are, by definition, a changeable and mobile population and no single report or project can describe them exhaustively.

Approximately 19% of the county's homeless are found in South County. These people are frequently employed, families, and single parents with children. Over 40% of South County homeless people are experiencing homelessness for the first time. 68% have been homeless for over a year.

Providers of services and programs for this population are in multiple geographically separate locations within and without the South County region. People who can benefit from these services find it challenging to access them. They lack adequate personal transportation and public transportation is cumbersome at best. Program providers also find it challenging to serve the whole person when complimentary services are not located nearby.

DEMOGRAPHICS

65% of respondents in the enumeration were men; 65% also reported being single. Fewer than 12% reported being veterans. Of those surveyed in South County, 84% had been in the county for one or more years, with 67% residing here for five years or more, indicating this is not a transient population. Rather, the results show they have ties to the community. Thirty-nine percent of the respondents were originally from the county and another 25% had friends or family in the county.

Of special note, fully 40% of those surveyed had children with them.



Nearly half reported that this was their first experience of homelessness. Those who reported previous experience with homelessness had been homeless an average of four times. Over two-thirds reported being homeless for one year or longer.

Over half lost their last home due to economic challenges (could not afford rent, unemployment or low wages), and another 25% for health reasons (substance abuse, mental illness, or illness of family member). Nineteen percent reported they had used a shelter in the past year, although the previous night only 5% slept in a shelter. Instead, 44% reported sleeping either outside or in a vehicle.

The homeless surveyed in South County used various services in the past year, including: day center, 13%; shelter, 19%; and health care services, 28%. Similarly, nearly a fifth of those surveyed, 18%, reported accessing case management services.

ECONOMICS

The most common sources of income reported among those surveyed were Supplemental Security Income (SSI) - 22% (perhaps indicative of the number of disabled); food stamps - 19%; and Temporary Assistance for Needy Families (TANF) - 13%. Twenty-two percent of the homeless surveyed in South County reported that they had a paid job. A disability prevented 51% from obtaining work, while a third reported they could not get hired, suggesting they had looked for work. Among the people reporting having employment; construction/manual labor, 64%, and housekeeping, 21%, were the most cited types of employment; both sectors are expected to be hit hard during the current economic crisis.

HEALTH

Of those surveyed, 39% reported experiencing physical disability; 36% reported mental disability; and 22% reported substance abuse issues. Perhaps corresponding to these findings, 36% reported having a health condition of depression, anxiety, or Post-Traumatic Stress Disorder (PTSD). Fifty-nine percent reported that they were insured by MediCal, Medicare, or a private insurer. For health services, 52% had used Community Health Centers; 36% had used emergency rooms; and 3% had used County Mental Health Services in the past year.

IMPACT ON INDIVIDUALS, FAMILIES, AND SOCIETY

Homelessness is the most extreme form of social exclusion in any society. Homelessness can pose an exceptional risk to a person's physical health, safety, and psychological well-being. Without a stable living arrangement, primary health care and physical and mental health services are difficult to access.



Research has shown that the transience and stresses associated with being homeless can also have a considerable effect on individual's mental health and psychological wellbeing. People experiencing homelessness are significantly more likely to face feelings of loneliness and isolation, lack of confidence and self-esteem, insecurity, depression, anxiety, mental health issues and an increased sense of fear.

For families, the impact of homelessness begins well before a child is born. The overwhelming majority of homeless parents are single women, many of whom were homeless themselves as children. Homeless women face many obstacles to healthy pregnancies, such as chemical abuse, chronic and acute health problems, and lack of prenatal care. Children born into homelessness are more likely to have low birth weights and are at greater risk of death. Homelessness also exposes infants to environmental factors that can endanger their health. Because homeless families often have little access to health care, many homeless infants lack essential immunizations.

Homeless children begin to demonstrate significant developmental delays after 18 months of age, which are believed to influence later behavioral and emotional problems. Young children who are homeless are often separated from their parents, which can cause long-term negative effects. Homeless preschool age children also are more likely to experience major developmental delays and to suffer from emotional problems. Yet, homeless preschoolers receive fewer services than other children their age do.

In general, homeless families consistently exhibit more health problems than housed families. Environmental factors contribute to poor health. Homeless children are at high risk for infectious disease, asthma, and lead poisoning, often with more severe symptoms than housed children are. Poor nutrition also contributes to homeless family members' poor health, causing increased rates of stunted growth and anemia. Despite these widespread health problems, homeless families generally lack access to consistent health care, and this lack of care can increase severity of illness.

The societal cost of homelessness can be quite high. Hospitalization, medical treatment, incarceration, police intervention, and emergency shelter expenses can add up quickly, making homelessness surprisingly expensive for municipalities and taxpayers. People experiencing homelessness are more likely to access the most costly health care services. People who are homeless spend more time in jail or prison, which is tremendously costly to the state and locality.

Studies have shown that – in practice and not just in theory – providing people experiencing chronic homelessness with permanent supportive housing saves taxpayers' money. Permanent supportive housing refers to permanent housing coupled with supportive services. These are exactly the types of services envisioned for the proposed facility in the 5 Cities area.



A PLAN TO ADDRESS THESE CHALLENGES

MISSION

We are in the business of changing lives by immediately providing support and integrated services to enable clients to regain a life of self-sustained dignity.

VISION

By 2020, we will have reached those who are underserved through the establishment of a fully functioning multi-service facility. This facility will provide a continuum of integrated services that will be culturally competent, holistic in nature, and will move program participants toward self-sufficiency.

Paid professionals and community volunteers, working competently and compassionately together to create sustainable programs, will staff the facility. Currently, a loose network of service providers exists. However, communicating and coordinating services through this network requires time and energy – something in short supply for many service providers. The South County Homeless Services Center will optimize coordination of programs and client services.

Having many agencies working under one roof will help minimize duplication of efforts and maximize economies of scale. Common intake, shared equipment, and additional shared volunteer staffing will help agencies provide more services for the same amount of money currently being spent by providers. Since many disciplines will be represented in the facility, individual service providers will be better able to focus on that part of case management they do best. Duplication and overlaps will be avoided, resulting in more efficient and effective service delivery.

The South County Homeless Services Center will also make it easier for people in need to get services and housing assistance without having to travel to scattered sites throughout the community. Most of the homeless do not have an automobile, travelling instead on bicycle or by foot. For these people it is difficult to get around in the 5 Cities area, let alone travel to San Luis Obispo.

The South County Homeless Services Center will achieve financial sustainability through a carefully designed mix of funding initiatives. It will leverage the Klaproad funds with city, county, and federal funding opportunities, grant making institutions, service provider contributions, community support, and faith community donations. A community Board of Directors will prudently exercise fiscal oversight spending only when funds are in hand.



VALUES

The South County Homeless Services Center will operate from these values:

1. Strength based: Clients are empowered to move towards self sufficiency;
2. Client centered: Services are designed to meet individual client needs, not “one size fits all”;
3. Compassionate: We listen and hear the needs of our guests and do whatever we can to help them help themselves;
4. Restoring Dignity: We believe that every client has worth and must be treated with dignity; and,
5. A Welcoming Environment: This is a facility where judgment is suspended while we work with all due diligence to help homeless individuals and families into a life with home, food, and clothing.

THREE TO FIVE YEAR GOALS

1. Complete a physical facility and operate a South County Homeless Services Center that is safe, welcoming, and accessible to all. The purpose of such a facility is to connect people with supportive services that help to move them toward stable housing. Homeless people surveyed in 2009 requested this type of facility most often.

This South County Homeless Services Center will include South County People’s Kitchen and will be co-located with the Food Bank Coalition of San Luis Obispo County. This will be a place where people can perform some of the basic functions that we who are housed take for granted: washing clothes, taking showers, having an address and mailbox, eating nutritious food, and getting basic medical attention. As has been demonstrated by similar successful centers², those who receive such services can also build dignity, and capabilities that empower them to no longer be helpless, but be able to re-enter our community.

A non-profit organization with a community Board of Directors will operate the facility. That nonprofit will make space available for other community-based professional service providers. This model has had great success in facilities of a similar size around California.

² Successful centers operate in Santa Barbara, Santa Maria, Los Angeles, Long Beach, San Jose, San Francisco, Oakland, Milpitas, and other areas throughout California and the US. (See APPENDIX C for Service Center Model)



2. Establish an organizational structure that is collaborative, coordinated, and multi-disciplinary using compassionate volunteers, service providers, and facility staff.
3. Have reliable, on-going funding streams for capital and operating expenses. The goal is self-sustaining operations by the end of the third year.
4. Programs, providing basic level needs through advanced level support for self-sufficiency, will be recognized and accepted by the local community.
5. At the completion of the first phase of the South County Homeless Services Center, planning will begin for Cold Weather and Emergency Shelter operations. The facility will be designed with that flexibility in mind. The Center will also be investigating requirements for allowing families to stay overnight in vehicles in the parking lot. After the facility has been successfully operating for two years, the facility operators and service providers will conduct a needs assessment and feasibility study for creating a year-around overnight shelter.

STRATEGIC DIRECTIONS

The Team identified the following seven Strategic Directions to carry the project forward:

- Acquire a geographical location to provide services;
- Choose a non-profit to provide organizational structure;
- Develop an effective Board of Directors charged with meeting the Mission and Vision;
- Secure qualified and available service providers;
- Secure paid staff and a long-term volunteer work force;
- Develop reliable long-term funding sources; and,
- Obtain community acceptance and support.



FACILITY

Currently, agencies and organizations that serve the homeless and low-income population in the Five Cities area provide one service or narrowly focused service sets and are operating in separate locations throughout the community. There is limited collaboration between service providers. The geographic distance between service providers makes access to services and collaboration between providers difficult. A person, often on foot, in need of multiple basic services might need to travel many miles in one day. The South County has no day use facility for this under-served population that addresses their multiple needs.

Our vision is to establish a full service facility that includes a new building for the southern branch of the Food Bank Coalition of San Luis Obispo County, a place for South County People's Kitchen, and a multipurpose homeless services center that can also function as an emergency shelter. Multiple agencies and organization will provide coordinated intake and integrated case management services from this one location. Homeless individuals and families will be more able to easily access needed supportive services that will enable them to move into more permanent and stable housing.

Based on benchmarking similar facilities, surveys of homeless people in the area, and discussions with local homeless services providers, the facility will need to include space for:

- Agency offices;
- Case management;
- Health clinic;
- Lockers/Storage/Shower Facilities;
- Staff offices;
- Lounge/Quiet room;
- Laundry facilities;
- Message center;
- Clothing exchange;
- Children's center and playground;
- Recreational space for outdoor activities;
- Potential for Emergency Shelter;
- Congregate Meals;
- Food Distribution of non-perishable items;
- Group meeting space;
- Computer lab/Career Search Assistance; and,
- A separate family area.

The design of the facility considered many factors. It is important for the facility to be as user-friendly as possible for guests and providers, while maintaining optimum flexibility. In order to attract providers to use the facility, we have allowed for varying sizes of offices and group meeting rooms, considered privacy concerns, and factored in evening and weekend use.



Meeting these needs will require a minimum 20,000 square foot building. (See Appendix E) The design of the building and property will contain a sustainable energy component for solar electricity and heating, recycling of gray water, use of California native plants, and low maintenance construction to keep operating costs low. In addition, the Food Bank Coalition of San Luis Obispo County will build a 12,000 square foot warehouse on the same site.

Features of the South County Homeless Services Center will include:

- Common areas for entryway and lobby, computer and message center, lockers, laundry, multi-purpose room for dining and leisure and separate men/women/family showers;
- 100 square foot offices with privacy, to be assigned on a shared, rotating basis and used by agencies who will have part-time occupancy;
- 100 square foot offices with privacy that will be used by only one agency (not shared);
- Warehouse space and offices for the Food Bank Coalition of San Luis Obispo County;
- 500 to 1,000 square foot offices to accommodate a multiple person agency;
- Two 450 square foot meeting spaces to hold meetings for 5- 20 people;
- 2,000 square foot health clinic - reception area, 2 exam rooms, 2 treatment rooms;
- 4,800 square foot multi-purpose room and dining area;
- Commercial kitchen, food and supply storage;
- 3,600 square feet of indoor “safe” zones for day care/after school program, family room, security room, staff break room;
- 3,600 square feet of outdoor play area, separated into a secured area for children with other areas for adults;
- A parking lot available as a safe parking zone at night with outdoor toilets and security;³
- Dog kennels for temporary day use.

LOCATION

The ideal location for the South County Homeless Services Center is one that:

- Is large enough to accommodate planned program needs ;
- Allows for expansion or reconfiguration as needs change;
- Is easily and safely accessible by both the population that is to be served and by service providers;
- Is supported by the community; and
- Meets land use requirements.

³ This will be part of a regional program in which all people using this service must go through an intake procedure and be registered with the facility.



A subgroup of the Task Team has been working to locate potential building sites or existing commercial buildings that meet the requirements of this project. They identified four possible sites, with two primary choices based on cost and parcel size. (See Appendix E)

One site is located in Price Canyon (Pismo Beach), one in Oceano, and 2 smaller sites are in Grover Beach.

Price Canyon

The Price Canyon site is on 25+ acres, with both existing buildings and building space. The property, owned by PG&E, has been underutilized for several years. The property is adjacent to one of the area's homeless encampments.

This property has potential drawbacks. One is the distance from other parts of the 5 Cities area. Another is a possible negative soils analysis of this former electrical utility storage yard, with the potential for contamination from lead, PCBs, PAHs, or arsenic, though none has been confirmed to date.

To move this ahead, a team will need to begin negotiations with PG&E representatives about their desired future use of this property and the potential for a donation of land to the South County Homeless Services Center.

Oceano

The second property is located at Ocean Street and Fountain Avenue in Oceano. It is a 5+-acre parcel located in an industrial area. The property is unimproved and is available for around \$550,000.

This location is in the Coastal Zone. Any building or use will be subject to Coastal Commission review and approval. This has the potential to add significant time to a building project on this site. In addition, the property is reported to be in a wetlands area with a high water table.

Whichever property is ultimately selected, community agreement will be crucial. The project will need significant advice on creating and disseminating its message to local residents. Several community meetings will be needed to vet the site and the overall project, in order to limit appeals to governmental regulators, and assure a smooth construction process.



ORGANIZATION AND MANAGEMENT

In order to be successful, this project requires a lead agency to locate the property, construct the facility, coordinate tenant service providers, build a funding stream, and manage the South County Homeless Services Center when it is operational. The Team reviewed three options:

- Create a new nonprofit entity to lead this effort;
- Recruit an existing service provider to add this project to their portfolio of services; and,
- Assist the 5 Cities Homeless Coalition in strengthening its capacity as a provider.

The team rejected the idea of creating a new nonprofit. It was determined to be both duplicative and time-consuming. The team asked several local providers whether they would take on this new project. All were concerned with keeping their existing levels of service operational in difficult economic times. For most, developing and operating this facility did not match their existing mission, vision, or strategic plans.

We recommend that the 5 Cities Homeless Coalition be selected to build and operate the South County Homeless Services Center. The mission of the 5 Cities Homeless Coalition (5CHC), a 501(C)(3) California nonprofit corporation, is as follows:

“The 5 Cities Homeless Coalition is committed to empowering the homeless by providing an environment that supports the day to day existence of our clients while offering the opportunity to become self sufficient through the delivery of social, medical and basic needs services.”

The coalition has a strong commitment to meet the immediate and medium-term needs of homeless individuals and families in southern San Luis Obispo County and to assist those individuals and families that are in danger of becoming homeless.

The Task Team defined the homeless in this way:

A person is considered homeless if he or she lacks a regular, fixed and adequate nighttime residence. This would include but not be limited to those who because of economic necessity are living in a shelter, motel, or hotel, who spend their nights in a car, campground or park, or are living with family or friends. This includes “couch surfers” and people who live in other such temporary places.



The 5CHC seeks to provide services to the homeless through cooperation and co-location with existing governmental and nonprofit organizations. It does not duplicate existing programs but tries to consolidate and supplement them. Their geographic area of interest includes the cities of Arroyo Grande, Grover Beach, and Pismo Beach, as well as the unincorporated towns of Oceano and Nipomo and surrounding areas - roughly coterminous with the Lucia Mar Unified School District.

The 5CHC has researched and benchmarked existing facilities in similar locations around California. They have learned from a decade of others' practical experience, and discovered industry best practices for operating a South County Homeless Services Center. Board members have varied backgrounds, and represent a wide-ranging local constituency. (See Appendix F)

A subgroup of the Task Team conducted a SWOT analysis of the Five Cities Homeless Coalition (5CHC) to determine appropriateness to be operating entity for the South County Homeless Services Center. They considered other potential organizations and analyzed pros and cons. (See Appendix G for both analyses) These other agencies include:

- Community Action Partnership of San Luis Obispo;
- South County SAFE;
- Just As I Am Ministry;
- Community Health Centers;
- Food Bank Coalition of San Luis Obispo County;
- Transitional Food and Shelter Program; and,
- South County People's Kitchen.

After working on this project with members of the 5 Cities Homeless Coalition for several months, attending 5CHC Board meetings, interviewing 5CHC leadership, and performing analyses referenced above, the consensus is that the 5CHC is an appropriate organization to become the Lead Agency for this project and be the recipient of Klaproad funding. This decision is based on its vision, commitment, and level of engagement with the homeless community and the South County region.

As a new all-volunteer organization, the 5CHC will require some technical assistance in building the requisite infrastructure and capacity to carry this project forward to a successful conclusion.



We recommend that the 5 Cities Homeless Coalition initiate four organizational strengthening activities prior to development of the services center:

1. Board Development
 - a. Conduct a Board self-assessment and expand existing Board to include more diverse representation and expertise;
 - b. Conduct comprehensive Board training
 - c. and complete development of Board policies, roles and responsibilities, structure.
2. Marketing Plan
 - a. Develop and adopt strategies to establish brand, communicate vision, and engage community support.
3. Fundraising Plan for both Capital and Operating
 - a. Conduct feasibility study of South County to financially support annual fundraising;
 - b. Develop major gifts strategy, annual campaign, fundraising events, grant proposals, corporate requests, and individual donor appeals.
4. Hire staff person
 - a. Secure paid staff position to support Board activities and oversee implementation of marketing, fundraising, and program management.

Fortunately, there are excellent resources available in the area to help quickly strengthen the already solid foundation established by the Coalition. This proposal contains funding recommendations for outside consulting help to reconfigure and enhance the Board of Directors, provide Board training, assist with Executive Director recruitment, and contract with an outside Fund Development professional.

ORGANIZATIONAL STRUCTURE

We envision the South County Homeless Services Center to be operated by a small staff with help from a core group of volunteers. The Center management staff will not be service providers. They will operate the facility, coordinate provider use, provide security, and clean and maintain the premises.

The Center will be led by an Executive Director, who reports to a community Board of Directors. That person will be responsible for management of all operations, publicity and communications, and will oversee and participate in fundraising. Reporting to the Executive Director will be a Program and Services Coordinator and an Operations Manager. A bookkeeper will assist the Executive Director in managing the finances.



The Program and Services Coordinator will be assisted by a part-time support staff person and six volunteers. That person will be responsible for:

- Guest/Client welcoming process;
- Information intake;
- Weekly services coordination meetings; and,
- Volunteer participation, training, scheduling, and recognition.

The Operations Manager will be assisted by a part-time support staff person and three volunteers. That person will be responsible for:

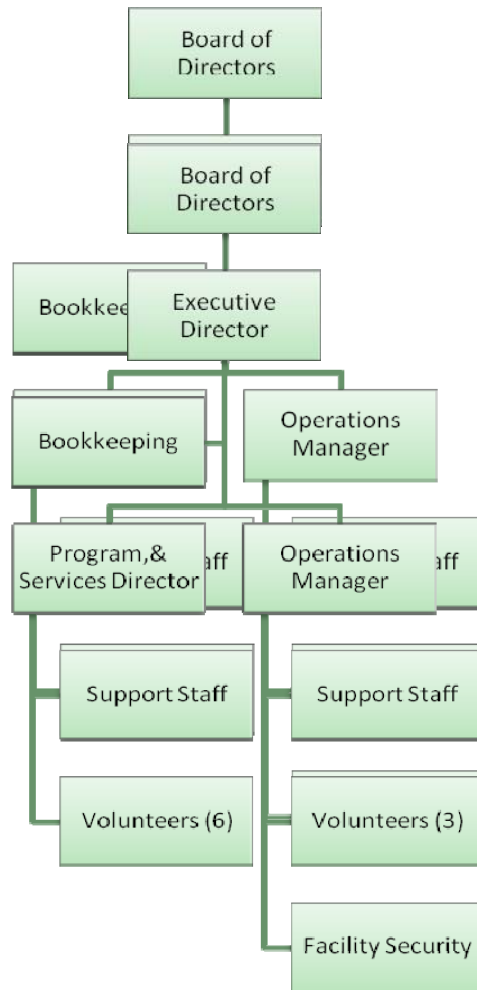
- Day room and day room services;
- Facility scheduling;
- Administrative Support Services;
- Security;
- Maintenance; and,
- Onsite Communications.

The 5CHC anticipates that they will hire an Executive Director as soon as is realistically feasible in the first year. As they complete the facility and it becomes operational in the second and third years, they will hire other staff. In the interim, outside service vendors will provide certain specialized functions (Fund Development, Accounting, etc.).

This project will only work with strong volunteer involvement from members of the faith-based community and other community members. Volunteer recruitment, training, and retention will need to be a primary function.



The figure below demonstrates the organizational structure for the facility when operational:



MANAGEMENT

The Center will function as a cooperative venture among the service providers and management as much as is feasible. An Operations Committee, made up of the Executive Director, Program/Services Coordinator, a Board Member and representatives from the service providers, will meet monthly to provide program review and performance accountability.

One of this Committee’s primary functions will be to perform ongoing evaluation and analysis for process improvement. This includes multi-service weekly performance results and delineation of any outstanding facility, service, or coordination issues. This group will be responsible for determining methods to meet service provider outcome measures, and increase guest/client satisfaction and service effectiveness.



The Center will use a common intake form in order to participate in multi-agency HMIS data collection. South County service providers are implementing this new system to cut down on duplicative data gathering and assist in comprehensive case management. This is especially important when working with a population that, because of current living situation, can have difficulty in keeping and accessing important records.

The Center Management Committee will define operation policies and procedures that:

- Implement an integrated and seamless service delivery system;
- Analyze program operations, anticipated results, resource pooling, performance expectations, and outcome monitoring and make recommendations;
- Operate on a consensus basis, promoting high professional and ethical standards;
- Utilize continuous quality improvement processes in the conduct of the operations;
- Increase the quality, appropriateness, and effectiveness of services delivered; and,
- Reduce duplication and eliminate fragmentation of services provided to guests/clients.

LEADERSHIP AND GOVERNANCE

The proposed facility will need a strong Board of Directors to lead its development and operations over the next several years. The challenge for the 5 Cities Homeless Coalition will be to move from an all-volunteer managing and operating Board, to a Governance Board with an Executive Director to manage and operate the project. Ordinarily, a Board could take a number of years to make such a transition. This will not be the case for the Coalition. Because this project will have high community visibility, this transition needs to be quick, effective, and seamless.

The Coalition will need to expand the Board and change its makeup. It will need to include individuals with community visibility and with financial means and/or connection to people with wealth. While commitment and passion for the vision and mission will continue to be important, the 5CHC will select members based on their ability to meet an identified organizational need. They must have skills, knowledge and experience that prove useful to the Non-profit Board (e.g., finance, fundraising, accounting, insurance, contracting, planning, or event planning, etc.).

In order to achieve this shift, the 5CHC will need technical assistance and Board development work from an outside entity. The Team envisions this assistance including Bylaw revision, Job Descriptions, assessment of the current Board and the organization's need, Governance Training, and other Board development.



PROGRAMS AND SERVICES

The purpose of this project is to insure that homeless and underserved persons who are in danger of becoming homeless have a focal point for integrated services in the South County. This center will have an easy, welcoming environment. It will focus on coordination resulting in expansion and strengthening of pro-active services to address early stage intervention and preventive services.

Currently service provision is fragmented across multiple geographic locations. This only allows for minimal case management for clients. Providers with high case loads struggle with coordination of program services. Homeless individuals and families experience significant difficulty in accessing services, especially for follow-up.

Desired services include:

- Case management;
- Health clinic;
- Showers/Hygiene Area;
- Lockers/Storage;
- Communication Center with Computers, Phone, and Mail Access;
- Family Area;
- Quiet Area-study/meditation;
- Laundry Facility/Access to gently used clothing;
- Children's center and playground;
- Distribution of non-perishable food stuffs;
- Congregate feeding of noon meal;
- Recreation Area; and,
- A safe overnight parking area with toilet facilities.

The Team recommends a two-tiered approach to providing services once the facility is constructed and open. Priority first tier services will include:

- Provision of Food/Meals: groceries, food pantry, breakfast foods, hot lunch served;
- Health Services including medical examination and treatment services;
- Coordinated Housing and Case Management Services for those seeking permanent housing;
- Mental Health Services: counseling, group therapy, and psychiatric services;
- Group Drug and Alcohol Services Counseling and 12-Step recovery programs;
- Job Seeking Services;
- Health Education and Prevention Services including Healthy Living classes; and,
- Social Security, Veterans, Financial, and Legal Services providers.



When logistics and budget permit, these second tier services will be implemented:

- Natural Disaster Overnight Shelter;
- Children’s Day Care Services for Guests; and,
- Inclement Weather Overnight Shelter.

The plan is for the Center to be a daytime-only operation, until it is feasible to provide Cold Weather or Emergency overnight shelter. Hours of operation will be weekdays from 6:30 a.m. to 5:30 p.m., and weekends from 10:30 a.m. to 2:30 p.m. The People’s Kitchen will serve hot meals at noon seven days per week. Other services will be limited on weekends

The Coalition and Service Partners will provide strategic planning, policy development, and oversight for the South County Homeless Services Center by working directly with all partners and clients to deliver first class integrated services that are sustainable over the long term. Service providers will operate under a Memorandum of Understanding that details a multi-service coordinated approach with approved operating procedures. (See Appendix G)

The MOU outlines service provider commitments, commitments from the Center, and joint commitments. Key features include:

- Guest/client population to be served;
- Present and future guest/client services;
- Staff, services, and service time commitments;
- Financial commitments (Monetary and/or In-Kind);
- Participation in a collaborative/coordinated Multi-Service Operation within the framework of defined operational norms;
- Publicity – Use of name and services provided;
- Services offered subject to statutory, regulatory limitations;
- Service provider space and administrative requirements;
- Program support services and integration of operations;
- Triage - Information gathering and priorities;
- Facility support services – Communications, security, maintenance;
- Overall Operations Management; and,
- Confidentiality, Insurance, and Indemnification.



The Team and the 5CHC have been negotiating with local service providers regarding participation in the Center. The following providers have expressed an interest being part of the Center:

- Alpha Pregnancy Counseling and Support – Counseling/education for pregnant young women;
- Arroyo Grande Community Hospital – Educational health and nutrition programs;
- Captive Hearts Ministry – Works with women coming out of prison;
- California Rural Legal Assistance - Assists low income people with legal assistance;
- Community Health Centers (CHC) - Health care, Mental Health evaluations, drug and alcohol counseling, daily hygiene products, emergency supplies of food and clothes;
- Community Action Partnership of SLO County - Housing assistance, emergency funding to help tenants avoid utility shutoff, and case management;
- Food Bank Coalition of San Luis Obispo County - Provision of food stuffs and educational programs as well as providing job training opportunities;
- Gryphon Society - Provides half-way houses for people coming out of jail;
- Lisa Ray’s Donation Group – Emergency clothing and “Dress for Success” outfits for individuals looking for jobs;
- People’s Self Help Housing - Supportive Housing Programs;
- South County People’s Kitchen – A hot, nutritious noon-time meal every day of the year;
- Together We Can Recover - A drug and alcohol counseling and recovery program;
- Transitional Resource Unification Support Technology - Assists men coming out of jail to get job training to return to the work force; and,
- The Women’s Shelter Program of San Luis Obispo County - Counseling, Housing Services.

The 5CHC has also been in discussions with:

- EDD (Shoreline Workplace Development Services);
- San Luis Obispo County Drug & Alcohol Services;
- Social Security Administration;
- Transitions Mental Health; and,
- Veteran’s Affairs.



FUNDING

A key feature of this proposal is sustainability of this effort over a ten-year time horizon. To reach that goal, the 5CHC, as operators of the facility, must engage in an aggressive Capital fundraising campaign, beginning immediately. The Campaign will be conducted jointly with the Foodbank Coalition of San Luis Obispo County. The goal of the campaign will be to maximize Capital Funding of the Center through grants and contributions from government, foundations, supportive organizations, and individuals. At the same time, the publicity generated through such a campaign will raise the level of community awareness, and serve the facility well in soliciting funding as it moves into the operational phase.

Work has already been done with local municipalities and County agencies with regard to capital and operating funding. As the 5CHC is recruiting an Executive Director, they must continue to pursue the possibilities already identified by those agencies, and investigate additional government funding avenues. Within the next six months, the 5CHC will need to complete its detailed Fund Development Plan and put it into operation.

Currently, the primary anticipated funding source is the Klapproad Initiative. The Team's recommendation is that these funds be designated as follows:

- \$250,000 for start-up activities -- Initial grants to be provided serially based on successful completion of each component:
 - Strengthen and expand existing Board of Directors through consultation and training (\$15,000);
 - Develop a marketing plan including collateral materials (\$35,000);
 - Develop a capital campaign plan including: Feasibility study, major gifts strategy, fundraising events, in-kind contributions, and grant writing (\$50,000);
 - Develop a programmatic evaluation plan, including logic model for service center and integration with HMIS reporting (\$5,000); and,
 - Hire a staff person for up to two years to support Board of Directors and implement marketing and fundraising campaigns. (\$145,000 over 2 years - fully funded year one, partial funding year two);
- Upon identification of viable property for South County Homeless Services Center, provide up to \$500,000 towards purchase (In the event of donated property, may utilize towards operations or facility construction); and,
- Provide matching challenge grant for facility construction up to \$750,000.



CAPITAL

The Team recommends spending no more than \$500,000 on land-only acquisition. The budget for construction of the proposed facility is estimated to be \$3,200,000 (\$100/ square foot for 32,000 square feet), for a total price for the facility of \$3,700,000.

Alternatively, the project managers could purchase an existing building for approximately \$1,500,000, and incur \$2,200,000 in post acquisition improvements and remodel costs.

The Table below outlines anticipated funding sources for capital expenditures.

Capital Budget and Expected Revenues

Targeted Funding Source	Amount	Percent
Klaproad Funds	*1,250,000	34%
Government	500,000	14%
Faith Communities	300,000	8%
Capital Campaign: Individuals, Businesses, Foundations	1,650,000	44%
TOTAL	3,700,000	100%

*Land and Building/Construction

Craig R. Smith, Principal Architect, CRSA Architecture, produced a Preliminary Cost Analysis on August 19, 2010. He estimates the total project construction cost to be between \$2,600,000 and \$3,200,000. This includes expected site development. The "high" end cost takes into account the worse case situation for site development. This cost estimate is based on the use of prefabrication and, where appropriate, modular construction. Cost variation depends on the type of enveloping or type of building system that may be utilized. The 5CHC envisions the facility to be a warehouse-type building with interior movable floor-to-ceiling walls.

Depending on the property selected, changes may have to be made to the capital requirements if more than anticipated costs are incurred, such as, high development costs associated with properties that would take a long time to work through various permit approval stages without guarantee of success. It is acknowledged that high-risk sites must be avoided so as not to lose momentum or dramatically increase costs.

The construction cost range includes the built facility (structure) and the "general" preparation of the site and on-site utility cost. It does not account for off-site utility or improvement costs. It does not include any "soft costs," loan and financing fees, development costs or fees



(architectural and engineering fees, soils engineering, survey work or consultants fees), impact fees, or related land use application fees associated with the specific area and use. Furniture, Fixture, & Equipment costs are not included. Tenants will bring in their own equipment, or build them in as interior improvements (e.g., medical clinic equipment, food preparation equipment, etc.). The enveloping of the entire structure (to include the food bank facility) is included in the proposed cost range.

The costing has been developed using data for similar construction methods and similar building types. The data is no older than six months. The 5CHC received cost information from Mid-Coast Builders, Arroyo Grande; Pacific Builders, Arroyo Grande; J.W. Design and Construction, SLO; Maino Construction, SLO; Hilyard Concrete, SLO; VGI Engineering and Construction, LA; Nelson Consulting Engineers, Irvine; Shawn Pierce Engineering, Arroyo Grande; M.J. Ross Construction, Grover Beach; Shawn Farzan Mechanical Engineering, LA; and, Pacific Energy, SLO.

The 5CHC and the Foodbank Coalition of San Luis Obispo County will conduct a joint Capital Fundraising Campaign to fund construction. Each organization will independently conduct annual fundraising campaigns to fund operations.

OPERATING

The estimated operating budgets for the first four years are \$210,000, \$200,000, \$410,000, and \$440,000, respectively. The first two years will be the initial site purchase and construction period. Initial staffing will be for an Executive Director and support staff/grant consultant to initiate a Capital Fundraising Campaign and to contract with service providers. Services will begin in the third year. By the fourth year, the facility will be in full operation.

The Team anticipates that annual operating funding will be met by seven major sources:

- Klaproad Initiative funding;
- Service Provider rent;
- Grants from CDBG and Cities;
- Annual fundraising events and donor appeal campaign;
- Faith based community;
- Individual Donors; and,
- Joint Ventures with Community Business Partners.



The Table below provides Operating Budget detail:

So County Homeless Services Ctr July 28, 2010	Budgeted Dec. 31 2011	Budgeted Dec. 31 2012	Budgeted Dec. 31 2013	Budgeted Dec. 31 2014
INCOME				
Klaproad	200,000	50,000		
Service Providers			65,000	95,000
Program Income			25,000	25,000
Government			50,000	50,000
Grants		100,000	100,000	100,000
Faith Based		20,000	100,000	100,000
Community	10,000	30,000	70,000	70,000
TOTAL	210,000	200,000	410,000	440,000
EXPENSE				
Center Executive Director	80,000	80,000	100,000	100,000
Support Staff			80,000	80,000
Facility/ Services Coordinator	25,000	42,000	60,000	60,000
Facility Operations Manager		25,000	60,000	65,000
Operations Support Staff		10,000	40,000	50,000
Facility Supplies		5,000	5,000	5,000
Program Supplies		5,000	10,000	20,000
Utilities			25,000	30,000
Evaluation	5,000	4,000	4,000	4,000
Fund Development & Grant Writing	50,000	16,000	16,000	16,000
Board Development	15,000	5,500	2,500	2,500
Public meetings & marketing	35,000	7,500	7,500	7,500
TOTAL	210,000	200,000	410,000	440,000

Estimates of capital and operations support from faith-based communities are the result of discussions with pastors from faith communities. 5CHC has already established a relationship with these pastors and was the financial beneficiary of two multi-denominational services last year. One of the 5CHC Board members has significant direct fundraising experience for the startup and operation of a Women's Shelter in Birmingham, Alabama.



There is the potential for 60+ faith-based communities to be actively involved in both the capital and the operations funding campaigns. Faith-based communities have proven their willingness and capacity to support these types of projects. A recent example is the Habitat for Humanity Grover Beach build in which local churches helped to fund and build 4 residences.

Service Providers will pay a per square foot rent based on service area occupancy and apportioned overhead for General and Administrative costs. Most providers are already paying rents as a normal operating expense. The Center will attempt to keep rents below market rates, offering a savings to those providers who move their operations into the Center.

Joint ventures with community businesses or other social ventures such as a community garden, a bakery similar to Home Boys Bakery in East LA or Casa Esperanza's "Good Cookie" Bakery in Santa Barbara could generate revenue and support job training services. The 5CHC has begun a dialogue with Doc Burnstein's Ice Cream Lab regarding this idea.



ACTION STEPS

We see the following list as essential action steps to assure the success of this project. While we list them here in order, the 5CHC must take several steps simultaneously. For example, the 5CHC has to continue the search for an acceptable location while developing the Board and the fundraising plan, and conducting a search for the Executive Director.

1. Board Development Oct 2010 – May 2011
 - a. Conduct a Board self-assessment and expand Board to include more diverse representation and expertise, especially in Fund Development.
 - b. Conduct comprehensive Board training
 - c. Complete Board policies, roles and responsibilities, structure.
2. Location Search Oct 2010 – Jan 2011
 - a. Continue to search out and investigate all possible properties; and,
 - b. Negotiate purchase or donation.
3. When a location is secured, complete the Architectural Design, Construction Drawings, and Construction Estimates Dec 2010 – Jun 2011
4. Formalize Tenant Agreements with Foodbank Coalition and CHC Apr 2011
 - a. Agree on special tenant improvement needs
5. Pass regulatory review, secure building permits Jan 2011 – Apr 2011
6. Fundraising Plan for both Capital and Operating Nov 2010 – Apr 2011
 - a. Retain professional fundraising counsel to:
 - i. Help determine fundraising goals and levels;
 - ii. Conduct a feasibility study in South County region to determine willingness and ability to support capital and annual fundraising
 - iii. Develop the case for support and collateral material;
 - iv. Recruit campaign leadership; and,
 - v. Develop major gifts strategy, annual campaign, fundraising events, grant proposals, corporate requests, and individual donor appeals.
 - b. Execute an agreement with the Food Bank Coalition of San Luis Obispo County to conduct joint capital fundraising.



7. Hire staff person Apr 2011
 - a. Develop job description and compensation package;
 - b. Establish a selection committee; and,
 - c. Conduct a regional search, screen, interview applicants, and hire staff.
8. Marketing Plan Jun 2011
 - a. Develop and adopt a plan to establish brand, communicate vision, and engage community support.
 - b. Conduct periodic community awareness events.
 - c. Continue working closely with City and County staff and elected officials.
9. Conduct capital fundraising campaign Jun 2011 –Dec 2012
10. Once funding is achieved, select a contractor and begin construction. Jan 2013
11. Provider Agreements Jun 2013
 - a. Enter into agreements with all service providers who are interested in participating in the Center

EVALUATION

Having an evaluation program in place is essential to:

- Determine the effectiveness of the design of the facility and its programs;
- Be in a position to make adjustments as needed;
- Share with others what has been most successful; and,
- Support fund raising efforts through grant writing.

The Team recommends using a Logic Model approach to evaluation. A Logic Model clearly delineates the situation that requires remediation. It describes the inputs (e.g., staff and funding, service components, etc.), defines the outputs (people being fed, people receiving social services, etc.), and the short-, medium-, and long term outcomes for both the individuals involved, and for the community as a whole. Measurable goals and data collection systems are then defined in a way to produce effective measurement over time. (See Appendix H)

For example, we might agree that one of the needs is for people without homes to be able to more effectively receive social services. A short-term goal might involve the number of people receiving services in a given month. If this has increased, we could say we are being successful



with that goal. A medium term goal might involve people receiving the services being more likely to implement the strategies designed for them, for example follow up on health care or attendance in drug rehabilitation programs. A long-term goal might be to decrease the number of arrests involved with homelessness in the 5 Cities area.

In developing an evaluation program, we recommend that the 5CHC collaborate with Cal Poly as a consultant to help determine the correct parameters of the Logic Model. As the facility becomes operational, the evaluation program can be immediately implemented, either through the relationship with Cal Poly using student interns, hiring an outside evaluation consultant, or using existing staff. Having a robust evaluation component will serve to increase both private and government funding possibilities, build a high level of credibility and community respect, insure that program components are relevant to the homeless population, and add to the body of knowledge in the field about the efficacy and impact of certain best practices.

COMMUNITY RELATIONSHIPS

The 5CHC has been working for two years to build solid relationships with a variety of individuals, elected officials, and community and faith-based organizations. In the same way, the South County People’s Kitchen has been cultivating support from within churches throughout its history. Much of their strongest support comes from religious organizations in the area.

Some of the faith-based organizations that have contributed money, time, and in-kind services to homeless services through the 5CHC and South County People’s Kitchen are:

AG Community Hospital;	King’s Way	St. Barnabas Episcopal
Calvary Chapel;	New Hope Foursquare Church	St. John’s Lutheran
Center For Creative Thought	New Life Community Church	St. Patrick’s Catholic Church
Church of God of Prophecy	Nipomo Presbyterian;	St. Paul’s Catholic Church
1 st Presbyterian(Grover Beach)	Oak Park_Christian	TGIF Ministry
5 Cities Vineyard	Peace Lutheran	United Methodist
Grace Bible Church;	Santa Maria Rescue Mission	Unity Church
Grover Beach Assembly of God	Shouts of Grace	

We held a community engagement and review meeting on September 1, 2010. 40 people from the Five Cities area participated. The plan was well-received. Several people stayed after the meeting to provide written and video endorsements.



CONCLUSION

From February through August 2010, twenty-three community representatives came together at least twice monthly to assist the San Luis Obispo County Community Foundation develop a plan to address the unmet needs of the homeless in South San Luis Obispo County. Our goals were to develop a vision of service provision, to build a collaborative model for implementation, and to develop an implementation plan that addresses long-term sustainability.

In our analysis, we found that access to services is one of the primary roadblocks for homeless individuals and families to return to housing. Providers of services and programs are in multiple geographically separate locations. Homeless people have challenges to accessing programs, especially transportation. Program providers also find it challenging to serve the whole person when complimentary services are not located nearby.

We determined that the best model for addressing this situation is through the establishment of a fully functioning multi-service facility. This facility will provide a continuum of integrated services that will be culturally competent, holistic in nature, and will move program participants toward self-sufficiency. A South County Homeless Services Center will optimize coordination of programs and individual client services. Many agencies working together under one roof will help to minimize duplication of efforts and maximize economies of scale.

We see such a Center achieving financial sustainability through a carefully designed mix of funding initiatives. It will leverage the Klaproad funds with city, county, and federal funding opportunities, grant making foundations, service provider contributions, community support, and faith community donations. The Food Bank Coalition of San Luis Obispo County will join in a combined capital fundraising campaign for the Center and a new Food Bank distribution facility located on the same property.

We heartily endorse the 5 Cities Homeless Coalition as the agency to build and operate the South County Homeless Services Center and recommend that the San Luis Obispo County Community Foundation select them to receive Klaproad funds to assist in this endeavor. We based our decision on the 5 Cities Homeless Coalition's vision, commitment, and level of engagement with the homeless community and the South County region. The 5CHC has researched and benchmarked existing facilities in similar locations around California. They have learned from a decade of others' practical experience, and discovered industry best practices for operating a South County Homeless Services Center.



Our formal recommendations are:

1. Use the Klaproad Fund to establish a 20,000 square foot South County Homeless Services Center. This will be a full service facility that houses multiple service providers in a collaborative operation, and is home to the South County People’s Kitchen. It will also include a 12,000 square foot warehouse to house the southern branch of the Food Bank Coalition.
2. Select the 5 Cities Homeless Coalition as the Lead Agency for this project and recipient of Klaproad funding.
3. Provide for technical assistance to help the 5 Cities Homeless Coalition build the requisite infrastructure and capacity to carry this project forward to a successful conclusion.
4. Allocate Klaproad funding as follows:
 - \$250,000 for start-up activities, provided upon successful completion of each component:
 - Strengthen, expand Board of Directors through consultation and training (\$15,000);
 - Develop a marketing plan including collateral materials (\$35,000);
 - Develop a capital campaign plan including: feasibility study, major gifts strategy, fundraising events, in-kind contributions, and grant writing (\$50,000);
 - Develop a programmatic evaluation plan, including logic model for service center and integration with HMIS reporting (\$5,000);
 - Hire a staff person for up to two years to support Board of Directors and implement marketing and fundraising campaigns. (\$145,000 over 2 years); and,
 - Upon identification of viable property for South County Homeless Services Center, provide up to \$500,000 towards purchase (In the event of donated property, may utilize towards operations or facility construction; and,
 - Provide matching challenge grant for facility construction up to \$750,000.

We wish to thank the San Luis Obispo County Community Foundation for the opportunity to be of service. We applaud the Foundation’s desire to get widespread community representation in determining the best approach to dealing with homelessness in the South County. Participating in this project has been a rewarding experience for each of us. We look forward with anticipation to the day we attend the opening of the new South County Homeless Services Center.