



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 Klaproad 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.