

Hope's Village of SLO

Business Plan



Revised
October 15, 2016

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I. EXECUTIVE SUMMARY

There is a documented need for very low cost accessible housing throughout San Luis Obispo County. Many existing programs and services (public and private) are attempting to meet this need, yet there still remain too many local people without homes. Hope's Village has the capability to meet a portion of this serious need, and to serve as a model for replication at other sites in the county, state, and beyond.

The benefit provided to the unhoused will be, first and foremost, a home. But there are many additional benefits that accompany achieving that simple goal, in addition to the advantages resulting for the community at large.

The organizational structure of Hope's Village includes a board of directors, consultants, standing committees, and will also include a village council and full-time staffing of the village to oversee daily operations. The village will be governed by clear rules and regulations, with formal provisions for rule enforcement and on-site 24 hour security.

Our operational plan begins with initial fundraising followed by four phases of development and concluding with long-term operations and duplication of the process. When the time is appropriate, we will set up a foundation with the Community Foundation of San Luis Obispo County for Hope's Village to be preserved in perpetuity.

Hope's Village is designated by the IRS as a 501(c)(3) public charity corporation. We are currently seeking donations ranging from real estate to start-up funding and materials. Until we become self-supporting, we will raise funds through conventional methods, and have stated business controls (utilizing best practice methods) through our Business and Finance Committee. We are a member of Spokes (<http://www.spokesfor nonprofits.org>), a local resource for nonprofits.

We have met with all members of the San Luis Obispo County Board of Supervisors, city council, our assemblyman, the Environmental Health Department (who will be issuing our organized camp permit), the sheriff, and the police chief. We have presented information on our nonprofit to over 25 groups in San Luis Obispo and around the County. We have received both print and electronic media coverage. Many individuals, groups, and businesses are already endorsing our efforts.

This Business Plan will be revised as needed, as improvements are made; these changes will be made through the action of our board of directors. We are a grassroots organization, and a work in progress. Our list of developmental milestones measures our progress; we have already made significant advancement toward our goals.

An Appendix with all pertinent documents, illustrations and graphics follows at end.

II. OVERVIEW OF HOPE’S VILLAGE

A. Concept

To create a low cost, self-built, and self-sustaining community village for previously unhoused adult residents of San Luis Obispo County through a 501(c)(3) public charitable and California corporation.

B. Mission Statement

“Providing sustainable community living for local unhoused adults.”

C. Vision Statement

With community support and involvement, we are dedicated to establishing a safe, healthy and drug-free environment where people can live in dignity and in peace, where their voices will be heard, and where they can have hope in their hearts for a brighter future.

D. The Village Model

The primary purpose of Hope’s Village is to provide housing. The village concept implies a secure place to live, work, rest, and meet all basic human needs. Additionally it will have:

- A common house with a commercial kitchen, dining hall, bathrooms and showers, office space, meeting rooms, and laundry facilities;
- A workshop or barn for building projects, and the creation of micro-enterprises to support the village;
- An organic garden in which to grow produce (and flowers) for sale and consumption;
- Opportunities for recreation and socialization after work hours.

E. Unique Role in the Community

We are partially modeled after Dignity Village of Portland, Oregon, which has been operating since 1997. Built by residents and local volunteers (including the mayor of Portland), Dignity Village includes forty small dwellings on a one-acre parcel of land

leased from the City of Portland. The village provides stable housing for sixty-five previously homeless adults, at the low cost of approximately \$40 per villager per month. Hope's Village is an innovative housing model concept for San Luis Obispo County. We seek to fill a unique niche by providing actual homes to local unhoused people unable to afford housing in San Luis Obispo County. We plan to work in cooperation with local service providers and complement their efforts to reach and help house our diverse unhoused population.

Hope's Village will also serve as a model that can be replicated anywhere; in other parts of the county, statewide, and beyond. It will strengthen our county's role as a leader in the nation, pioneering an effective and sustainable alternative to the current increasing problem of homelessness.

III. NEEDS ANALYSIS

A. Overview:

According to CAPSLO (Community Action Partnership in San Luis Obispo) between 2,500 and 4,000 people in San Luis Obispo County are homeless on any given night. There are only 200 beds available in our shelters (Maxine Lewis in San Luis Obispo and ECHO in Atascadero). Some people are turned away simply for lack of space, while others are excluded due to criminal records, mental illness, being an unaccompanied minor, inability to follow the rules, time-limits on length of stay, etc.

A small minority of those without access to shelters can stay temporarily at a motel or friend's house, but many have no option but to sleep in a vehicle or outdoors (behind bushes, under bridges, or wherever they can hide, in an attempt to avoid law enforcement). Many local homeless people have no safe place to legally spend the night.

These members of our community, many born and raised here, lack dependable access to basic human needs such as physical safety, food, water, bathrooms and showers, laundry facilities, and protection from inclement weather. There are needless deaths among our homeless people during winter months due to exposure to the elements by those forced to sleep out doors for lack of housing.

Fines for illegal lodging (i.e. sleeping in vehicles) are commonly imposed on unhoused people in San Luis Obispo County forcing court time that causes more hardship (not to mention funds). These actions, in effect, have criminalized people experiencing poverty and homelessness. So many local unhoused residents are desperate for housing and have expressed interest in helping to build and reside at Hope's Village of SLO. And they are willing to work!

B. Existing programs providing shelter/housing in SLO County

Hope's Village is not intended to replace or compete with existing homeless services in SLO County. Various simultaneous approaches will be required to meet the wide variety of needs of local unhoused residents.

The providers listed below offer an array of assistance programs that are vital in serving our unhoused people. However, they do not have all the needed resources to serve the county's entire unhoused population. Add that to the fact that services are not available to individuals who do not meet the eligibility requirements of current providers.

Prado Day Center in SLO is open daily from 8:30 A.M. to 4:00 P.M. and provides eligible clients with restrooms, showers, laundry facilities, local phone usage, small lockers, and a children's playroom. Lunch is provided and served daily by People's Kitchen of SLO.

Maxine Lewis Memorial Shelter on Orcutt Road in SLO provides 50 beds and is open exclusively during evening hours. All clients must vacate the premises by 7:30 AM. There is a 30-day limit for staying at the shelter, after which clients must enter a lottery in hopes of getting a bed. Priority is given to the elderly and to families with children.

The Interfaith Coalition provides an additional 25 to 35 beds for the "overflow" shelter program of Maxine Lewis Memorial Shelter, hosted by a church each month.

El Camino Homeless Organization (ECHO) in Atascadero provides 31 beds and is open nightly from 5:00 PM until 7:30 in the morning. Priority is given to the elderly and families with children;

SLO Safe Parking Program, located at the Prado Day Center, allows eligible individuals (those enrolled in case management and who agree to have a portion of their monthly income managed for them) to sleep in their vehicles. Five parking spaces are available.

Transitions Mental Health Association of SLO provides transitional temporary housing for adults experiencing mental health issues.

Transitional Food & Shelter provides temporary housing by way of motel vouchers for those experiencing health problems.

C. The SLO County 10-Year Plan to End Homelessness

The SLO County 10-Year Plan to End Homelessness was prepared in 2008 by both county and city elected officials and staff persons, along with a wide array of other local participants. The plan includes:

“Action Step 1.1.4: Explore creative new housing models for homeless people. Conduct an annual review of best practices, emerging models, and new concepts in housing design, particularly in use with homeless people...re-invent housing models to be smaller, less costly, to foster communal living, and meet what homeless people want. Explore Green-building models...concrete performance measures should be established for all interim housing programs, such as fostering self-sufficiency; increasing housing stability; developing or strengthening a community support network of friends and family; and improving education, employment, and community participation.”

Hope’s Village of SLO is precisely the type of innovative, sustainable, community-oriented project called for by Action Step 1.1.4 of the Plan to End Homelessness. It is a promising citizen-initiated approach to help SLO County meet its goals. In addition, Hope’s Village realizes there are folks out there who will never be self-sufficient - never work a 9 to 5, never have the ability to own a home or pay mortgage. It is these folks we intend on giving a hand up to, not a hand out.

D. Potential for Hope’s Village to meet local needs

Hope’s Village will fill a unique niche by providing stable, permanent homes for local unhoused people who are underserved or not served by existing providers. No other local organization is currently operating a program similar to ours.

Hope’s Village can help San Luis Obispo County achieve the goals of its Ten-Year Plan to End Homelessness by providing housing solutions for a segment of the local unhoused population (single adults and couples with no children). In particular, its first priority will be to serve those who are unable to receive assistance from current providers. We invite collaboration and input from other local community members and groups interested in affordable housing.

Hope’s Village will be a model of affordable, community-oriented, and eco-friendly housing for our modern era. The 120 square foot “tiny cabins” will be solar-powered and built of natural and recycled materials for a lighter environmental footprint. Shared use of a central common house will help conserve resources and lower the cost of utilities. The village design will help foster civic participation, shared responsibility, and allow the villagers a feeling of “ownership.”

Not only will Hope's Village quickly produce tangible results in meeting a desperate need for very low cost housing in San Luis Obispo County, it will also help raise public awareness about homelessness, reduce stereotypes, and create bridges between members of the local community. Additionally, it will empower local citizens to participate directly in an effective solution giving them a sense of accomplishment and knowledge that they *are* able to help!

The safe and stable housing provided by Hope's Village will help villagers improve their self images, utilize their current skills to share with others, and develop new skills - with the help of community volunteers. Our village model is more than a solution to the housing crisis. In the face of rising oil prices, population growth, loss of farmland, and the isolation of suburban sprawl, it is a promising and viable option for society at large.

Hope's Village will allow San Luis Obispo County to act as a leader in the nation and the world, by pioneering both an effective response to homelessness and a model for sustainable housing design within urban communities.

E. Population to be targeted and served

Our targeted population is local unhoused adults who were born and raised here, or consider San Luis Obispo their home (have lived here solely for several years running); singles or couples without children who are ineligible for (or underserved by) existing homeless services, regardless of gender, sexual orientation, race, color, creed, past criminal history, or physical disability. Residents must agree to be clean and sober, and vow to maintain that sobriety while residing at the village.

IV. BENEFITS PROVIDED BY HOPE'S VILLAGE

A. Benefits to villagers:

- A secure and stable home base
- Continuity (no daytime lock-out or moving between day and night facilities)
- Very low program fees, on sliding scale according to income (allowing those with no income to be welcome)
- Legal, safe, and clean housing
- A place to store possessions
- Sanitary facilities and laundry room
- Nutritious meals and dependable supply of safe drinking water
- A mailing address
- Privacy
- Occupational/employment opportunities
- A workspace to develop/utilize skills and to create micro-enterprises

- Access to a furnished office with computer and telephone
- Self-reliance, independence, and self determination
- Couples able to live together
- Anew beginning for those who paid their dues/served their time for past issues
- Opportunities to contribute to the village and local community
- Socialization, camaraderie, and a sense of family and belonging
- Dignity and self-esteem
- Opportunities for personal growth and empowerment
- Opportunities to reach out in support of other local unhoused people
- Opportunity to attend the religious organization of choice
- Recreational and educational opportunities

B. Benefits to our community:

- Savings to taxpayers of approximately \$2,000,000 in first year alone
- Help achieve SLO County's 10-Year Plan to End Homelessness
- Cleaner and safer parks, creeks, and other public spaces
- Fewer unhoused citizens
- Decreased panhandling - better visual to tourists downtown
- Compact and efficient housing solution;
- Serve as a model of sustainable design
- Diminished use of law enforcement services
- Decreased court time/public defenders' time
- Decreased incarceration at local jail
- Decreased number of emergency room visits and hospital stays
- We can take civic pride in successfully addressing a recalcitrant societal issue
- Fewer unnecessary deaths of unhoused people living on the streets
- Opportunity for local citizens to participate directly to addressing the issue of homelessness - feel less helpless about the situation
- Foster collaboration in community between all residents
- Help break down stereotypes on part of both housed and unhoused
- Can be replicated at other locations

Note: SLO County's 10-Year Plan to End Homelessness shows that public service dependence (such as for police, emergency room, and jail time drops significantly as unhoused persons get into comfortable and safe housing. In one study, cited in Governing, September 2011, annual costs of emergency room visits alone decreased from over \$28,000 per person to just over \$6,000 per person when unhoused individuals had homes.

V. ORGANIZATIONAL STRUCTURE

A. Board of Directors and Officers

President: Becky Jorgeson, M.A.	Former Cal Poly budget analyst and advisor & assistant to VP of Admissions (17 yrs); legal assistant (15 ys); homeless advocate (10 yrs)
VP: Craig Mesman, B.A.	Independent builder and carpenter; served homeless on streets of Humboldt County for numerous years
Secretary: Christine Smith, B.S.	Former Cal Poly administrator; long time homeless advocate
Treasurer: Barbara Schippers, B.A.	Former employee/Transitions Mental Health; community volunteer and advocate for local homeless
Director: Bull Chaney	Founder & manager of seven clean and sober living homes in SLO County; long time homeless advocate & community volunteer
Liaison to Village Council:	Position will be filled upon opening

B. Consultants

Accountant	Kristjian Cindrich, CPA
Architect	Thom Brajkovich, Paragon Designs
Attorney	Janice Bellucci
Bookkeeper	Lisa Gonzalez, CPA
Builder	Heinz Huebner, retired General Contractor
Insurance Co.	Matt Clevenger, Mackey & Mackey Ins., Inc.
Real Estate Agent	Jeffrey Prostovich, Realtor
Special Advisors	Martin Meltz, retired scientist & homeless advocate
Visionary	Mark Lakeman, Architect, co-founder/Dignity Village

C. Committees

Business and Finance

Chaired by board treasurer; includes board member and community. Prepares annual fiscal reports to be sent to CPA; recommends budget for adoption by the Board.

Site and Architecture

Chaired by Hope's Village board member; includes 1-3 other members of the Board and/or local community. Reviews structural designs for the village to ensure adherence to all building codes and standards before submitting to board for approval.

Communications and Public Relations

Chaired by a Hope's Village Board member; includes 1-3 other members of the Board and/or local community. Drafts press releases and other publicity-related documents; reviews presentation drafts or documents prepared by the board or committees prior to distribution.

Outreach to the Unhoused

Chaired by Hope's Village president; includes VP and other members from the local community. Makes contacts and engages with unhoused members of the community to assess their needs, offer support, lend hand in accessing homeless services if available to them, and describe the opportunities offered by Hope's Village.

Villagers' Council (Committee)

Chaired by Hope's Village liaison to the board; includes all villagers, each holding one vote. Council will hold weekly meetings, with rotation of the facilitator/note-taker.

Council meetings will serve as a forum for village residents to coordinate basic daily operations of Hope's Village, and to discuss any concerns, needs or issues that may arise.

D. Management Structure

The five member board of directors meets monthly at the SLO Salvation Army. The village council will hold weekly meetings with mandatory attendance by all villagers. Villagers will receive professional training in facilitation and group process, and will take turns (with oversight by the liaison to the board) serving as facilitator and note-takers for meetings. Each villager will have one vote, and decisions will be made by simple majority.

The liaison to the board will attend weekly board meetings, and will be responsible for conveying information and requests from the village council to the board of directors and vice-versa.

E. Staffing

Three trained volunteer resident managers will oversee village operations at all times. At least one resident manager will be present on-site at all times for villagers to go to in instances of emergencies or issues.

There will be a 24-hour security staff composed of resident volunteers and other community members (retired police officers, veterans, firemen, etc. These individuals will be trained and equipped to protect all village residents, and will request public medical and safety assistance when necessary.

VI. RULES AND SECURITY

A. Five Basic Rules of the Village

1. No violence to self or others;
2. No theft;
3. No possession of alcohol, weapons, illegal drugs, or drug paraphernalia on site, or within a prescribed radius;
4. No harassment or disruptive behavior;
5. Every villager must contribute to the operation & maintenance of the village.

B. Additional Regulations

1. Outstanding warrants must be cleared prior to application for residency;
2. Any serious issue will be reported to the resident manager immediately;
3. Assigned daily chores will be done conducted independently;
4. Clean up will be done after using the bathroom or laundry facilities;
5. All villagers will attend every community meeting unless excused;
6. All villagers will sign out on office board when leaving/sign in upon return;
7. Panhandling forbidden - residents are representatives of Hope's Village.

C. Enforcement of the Rules

There will be a strict policy with regard to any drug or alcohol use or possession in the village or within a prescribed radius. All residents will sign contracts to commit to complete sobriety at all times while they are residents of the village on penalty of expulsion. There will be a 30-day probationary period for all new or returning villagers. If a resident is found to have breached the rules of the village, the maximum penalty is expulsion. The Board, in consultation with the Village Council, shall determine penalties for infractions on a case-by-case basis.

D. Security

Hope's Village will have an around the clock security presence of trained people whose duty is to provide for the safety and security of the entire village. There will be trained security staff available onsite 24/7 .

Security staff will receive professional training in basic security techniques with an emphasis on verbal skills and techniques to de-escalate physical confrontations. Nonviolence will be emphasized at all times. They will also receive basic training in first aid and CPR and shall be trained and equipped with communication devices to call for police or emergency medical services if and when needed. Fire detectors shall be installed in every structure on site, and first aid kits will be part of each cabin, common house, and barn.

VII. OPERATIONAL PLAN

A. Initial fundraising and outreach for site acquisition

Hope's Village is classified by the IRS as a 501(c)3 public charity, and has embarked on an initial fundraising campaign for start-up funds and to acquire a 10 acre site. This site could be purchased directly by Hope's Village, donated by a private party or group, or leased at a low cost from a private party or governmental agency, or religious organization.

B. Planning

Planning is underway for both site and building designs. Hope's Village will be constructed in three phases: the first will allow the village to begin functioning at a basic level while housing a small number of individuals, the second will bring the full-scale village model to completion, and the third will involve maintenance and ongoing enhancement of the village.

C. Phase I

- Site preparation;
- Building pads, roads and parking (if not already in place);
- Construction of Common House in village center (to include kitchen, dining hall, bathroom and laundry facilities, and office space)
- Initial cabin construction (estimated 5 - 10 units)

D. Phase II

- Construction of remaining cabins (estimated 20 – 30 units)
- Barn/work shop construction
- Gardens (food production for village use, and for selling/fundraising) and landscaping completed

E. Phase III

- Developing long-term financing plan to become self-supporting in Phase III
- Maintenance of buildings and landscaping
- Ongoing refinement and improvements of the village

F. Phase IV:

Duplication to reach more unhoused people. After the successful establishment of the first Hope's Village, Phase IV will include planning and duplication of this process at another location of greatest need within the county. Our goal is to replicate this village concept in as many places as necessary to meet the needs of local unhoused residents with little or no income.

VIII. FINANCIAL PLAN

A. Overview

Hope's Village is a California corporation classified as a 501(c)3 organization by the IRS. We are actively seeking both monetary and in-kind donations to fund start-up costs, including site procurement and construction. The model of Dignity Village in Portland suggests that a combination of donated materials and volunteer labor will keep construction costs to a minimum.

Once the village is operational, we intend for it to eventually become self-sustaining. Possible innovative ways to provide for ongoing village operating expenses include development of micro-enterprises, providing services to the community, and offering tours of the facility and sustainable building/living seminars.

We currently have approximately \$10,000 in Sesloc Federal Credit Union account and have been receiving contributions for administrative costs such as a website, printing, filing fees, and the construction of a model cabin on wheels to be used for publicity and fundraising functions.

We intend to raise funds through individuals interested in reducing homelessness, religious organizations, and community groups. We will also apply for grants from charitable foundations and corporations.

Our initial fundraising goal is \$950,000. This will provide for site acquisition and Phase I construction - the village's common house and initial five to ten cabins. We will undertake a second fundraising campaign to complete Phase II of village construction, as outlined in Section VII. During Phase III we expect to become self-sufficient through the village's income generating activities.

B. Revenue Sources

- Religious organizations;
- Individual donors;
- Community organizations;
- Foundation and corporate grants;
- Fundraisers (open house, concerts, dance, etc.).

C. Accountability

- Controls over cash receipts
- Controls over cash disbursements
- Financial reporting on a regular basis
- Annual tax returns prepared by our CPA
- Annual independent audits conducted by our CPA.

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IX. PROMOTION AND FUNDRAISING

A. Overview

Since our inception in December 2011, we have held monthly board meetings and open community discussions; have presented our information to approximately 20 civic groups and clubs; local and state governmental officers (including individual meetings with all five SLO County Supervisors,) State Assemblyman Katcho Achadjian, Sheriff Ian Parkinson, SLO Chief of Police Steve Gessel, several churches and their leaders, Cal Poly and Cuesta College student groups, other homeless service agencies - CAPSLO, HSOC (Homeless Services Oversight Committee), EBAC (Estero Bay Assistance Committee).

The board of directors constructed a tiny stick-built 7' x 12' model "Cabin on Wheels" from donations of funding and materials; all labor was volunteer. This model serves as a promotional and education piece that demonstrates what our tiny homes will look like. We developed a schematic conceptual site plan, a brochure, Power Point presentations, sample cabin plans, a Facebook page, and a website (www.hopesvillageofslo.com).

Hope's Village has received media coverage for the village and our "RV's for Veterans" project in The Tribune, Journal Plus, SLO City News, Women's Press, HopeDance, KSBY, KCOY-TV, KVEC, and KCBX public radio.

When we received nonprofit status, we expanded our community outreach to high profile individuals, religious organizations, and community groups. We will again approach those who have expressed to us their desire to give a hand up to unhoused neighbors in our county to join with us in this novel approach to *very* low cost housing.

Future administrative activities will include website improvement and maintenance, development of new literature and pamphlets, presentations to new groups and businesses in the region, an open house to showcase our program and Cabin on Wheels, and more fundraisers in the community.

B. DONORS

Abundance Shop
Andrade, Robert
Bader, Marguerite
Bennett, Pat
Bonitz, Susan
Buck-Moyer, John
Butler, Kent & Lois
Camp Ocean Pines
Central Coast Powder Coating
Clevenger, Matt
Common Ground Worldwide
Contractor's Glass
Covello, Tim
Doepel, George
Fowler, Peggy
Frane, Butch
Girolo, Jack
Glanville, Tony
Goodman, Elaine
Goodman, Shirley
Graham, Kim
Gryphon Society/Gate House, Inc.
Hervey, Peter & Sally
Hervey, Robert & Rachel
Hervey, Robert H.
Hervey, Tom & Luann
Higginbotham, Sunny & Shelly
J. Carroll
Johnson, Rebecca

Jorgeson, Ryan
Idler's - Paso Robles
Miner's Ace Hardware
Murray, George & Tooney
Nevins, Bill
Oak Country Lumber
Olinde, Joe
Paragon Design
Perez, Joseph & Family
Perkins, Tom & Lee
Phillips, Linnea
Quaglino Roofing
Quinn, Loretta
Ratliff Welding
Robinson, Jim
Rutledge, William
Salter, Tina
San Luis Auto Parts
San Luis Variety
SLO Blues Society
Smilovitz, Donald & Ellen
St. Benedict's Church
Switzer Diesel
Tanore, Angela
UPS Store-Foothill, SLO
Vincolisi, Jim
Waag, Tim
Warnes Paint
Whitehead, Jim & Ann
Wicks Roofing, Inc.
And anonymous donors

X. ACHIEVEMENTS TO DATE

- * Formed a California corporation and 501(c)(3) public charity with all inherent benefits; elected a board of directors, and a team of volunteers who have held monthly meetings for the past 4-1/2 years;
- * Developed and adopted comprehensive by-laws (written by Martin Meltz); produced a business plan (original written by Anne Wyatt and revised by board members; produced brochure, PowerPoint presentation, website, and conceptual site plan by contractor, Heinz Huebner);
- * Given 50+ informational presentations on Hope's Village to organizations and clubs (Kiwanis, Rotary, Cal Poly, Cuesta College, local churches, three county real estate associations, etc.); had individual meetings with all SLO County Supervisors; Police Chief Steven Gesell, Sheriff Ian Parkinson, Atascadero Mayor Tom O'Malley, Assemblyman Katcho Achadjian; staff at SLO and Atascadero County building and planning; general services, and health department; Laurel Weir and the Homeless Services Oversight Council; volunteer at local Veterans' Stand Down events; have spoken at several city council and county board of supervisor meetings keeping officials abreast of our status, and seeking their assistance in helping us obtain a ten acre site;
- * Developed successful "RV's for Veterans" program and managed for the past three years; 60 RV's (motorhomes, travel trailers and fifth wheels) have now been passed on to local unhoused veterans; no money exchanges hands and no liability is incurred;
- * Interviewed for many articles about Hope's Village and "RV's for Veterans" printed in local papers and magazines; interviewed by two TV stations; appeared on KCBX/KVEC radio shows.
- * Constructed a 7' x 12' stick-built model "Cabin on Wheels" (licensed by the DMV) to showcase at events and to our government officials;
- * Organized two public events on permanent housing for unhoused people led by Mark Lakeman, architect/activist/visionary and co-founder of Dignity Village in Portland, Oregon;
- * Performed outreach services on the streets of SLO to dozens of unhoused people ineligible for or underserved by homeless services; we receive referrals by Veterans Service Office and the Prado Day Center staff who have veterans in need of housing they cannot assist);
- * Formed an alliance with the Cal Poly "Beyond Shelter" student group; was invited to their annual Homeless Awareness Week in April 2014 where we showcased our "Cabin on Wheels" in the center of campus; spoke at a forum of students regarding local homelessness and Hope's Village;

- * Met with Cuesta College Community students to request their assistance in building one day;
- * Have gained the endorsement of SLO County Sheriff Ian Parkinson, Mayor Jan Marx, City Council members Dan Carpenter, John Ashbaugh, and Kathy Smith; ECHO (El Camino Homeless Organization), Mark Lakeman, Paso Cares, SLO County Housing Trust Fund, CAPSLO, and Sandwiches on Sundays;
- * Received numerous financial and in-kind contributions from businesses & donors (listed on our website);
- * Had our first successful fundraiser at the home of Zaf and Pat Iqbal on May 24, 2014;
- * Earned the trust of a local couple who have donated \$15,000 to Hope's Village!

Note: There is much greater focus on the Central Coast regarding homelessness today as compared to three years ago. We believe our county-wide presentations, letters to the editor by our board and teams, and our outreach to unhoused veterans and others have been largely responsible for bringing about a shift in the way our community thinks about homelessness.

Today, unlike the past, every local newspaper and magazine you pick up has something on the subject. Such increased public awareness is the first step toward breaking down stereotypes of folks who think (and state to us) that people who are homeless should "go get a job."

This awareness and understanding will continue as we pursue the common goal between our board, the villagers, and the team of community volunteers we have been keeping a list of, all of whom will come together to build Hope's Village - working side by side, for the good of all.

XI. DEVELOPMENTAL MILESTONES

1. Board of Directors formation in January 2012 (seven local homeless advocates);
2. Incorporation by the State of California in May 2012 and designation by the IRS as a 501(c)(3) public charity in June 2013
3. Bylaws written and adopted by the Board of Directors;
4. First Business Plan written in 2012, and revised July 2013, August 2014 and October, 2016;
5. Capital Campaign goal set for \$300,000 for site acquisition and Phase I Building;
6. Site acquisition;
7. Secure Organized Camp Permit from Environmental Health Department;

8. Planning completed and approved;
9. Groundbreaking Phase I site preparation for “barn raising” of common house;
10. Phase I completion;
11. Phase II construction of homes;
12. Construction of auxiliary buildings (barn), gardens, grounds;
13. Completion of landscaping;
14. Completion of Phase II – Village completion;
15. Duplication of the Hope’s Village model elsewhere in SLO County to help house more of our local homeless people.

XII. REVISION OF THIS PLAN

The Business Plan shall be reviewed and revised at regular intervals by a committee of three board members and the village liaison (on behalf of all villagers).

Proposed changes shall be placed on the Board’s agenda for review and discussion at regularly scheduled meetings. Changes shall be approved by a two-thirds majority of the Board.

XIII. APPENDIX

- i. By-laws
- ii. Brochure
- iii. Power Point presentation
- iv. Website
- v. Conceptual site plan
- vi. Photos and plans of tiny cabins