

# Make Change Count Donation Station Program

By: Kyle Bell

Senior Project

City & Regional Planning Department

California Polytechnic State University

San Luis Obispo, CA

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## **Acknowledgements**

Directed Giving; Donation Station Task Force Members

### *City of San Luis Obispo*

Keith Storton – Police Department Captain

Christine Wallace – Police Department Neighborhood Outreach Manager

Robert Horch - Parking Manager

Kyle Bell – Community Development Department Planning Technician

Melissa Mudgett – Parks and Recreation Department

### *The Downtown Association*

Brent Vanderhoof – Downtown Association Board of Directors

Ron Meier – Downtown Association Board of Directors

Marshall Ochylski – Downtown Association Board of Directors

Doug Shaw – Past Downtown Association President/Member

Pierre Rademaker – Downtown Association Board of Directors

Dominic Tartaglia – Downtown Association Executive Director

### *United Way*

Rick London – United Way, CEO

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## TABLE OF CONTENTS

<b>Chapter 1</b> .....	5
Introduction .....	5
Background .....	6
Objective and Goals .....	9
Planning Process .....	9
<b>Chapter 2</b> .....	12
Case Studies .....	12
Lessons Learned.....	17
Documents Researched .....	18
<b>Chapter 3</b> .....	21
Roles and Responsibilities .....	21
Sponsorship Program .....	24
Sponsorship Agreement .....	24
<b>Chapter 4</b> .....	26
Public Outreach and Awareness.....	26
Website Design .....	26
Public Awareness.....	28
Stakeholders .....	30
Human Relations Commission Public Hearing .....	31
Good Morning SLO .....	31
News Reports .....	32
Conclusion.....	34
<b>Bibliography</b> .....	35
<b>Appendix</b> .....	38
A. Memorandum of Agreement.....	38
B. Business Model.....	41
C. Case Studies.....	45
D. Public Outreach .....	57

## CHAPTER 1

### INTRODUCTION

The purpose of the project report is to demonstrate how a directed giving program can be adopted by a city to use public contributions to make city improvements. The donation station program is designed to take public donations and use them directly for community improvement efforts. The project describes how to use recycled parking meters and refurbish them to be used as donation stations. These meters are to be strategically placed through the San Luis Obispo Downtown area where the public can donate their change to make a contribution toward the homeless shelter. To coincide with the installation of the donation stations, an awareness campaign is to be implemented to bring awareness to the public of the negative effects of panhandling and the ability of how the homeless shelter can stretch the donations to help more homeless throughout the community.

The donation station program addresses the problem of panhandling in the City of San Luis Obispo, and insufficient homeless services provided in the City to accommodate the amount of homeless within the City. The donation station program is designed to promote community awareness of the negative effects of panhandling, allocated funds to increase and grow services at the homeless shelter, and increase public participation in efforts to end homelessness. To accomplish this goal the program identifies several city goals and documents that support programs to be adopted in the city that contribute to meeting the city's goal to end homelessness. The program is greatly integrated with community planning, in that the purpose of this program is

designed to change behavior of the general public in a positive way that will enhance the overall quality of the City of San Luis Obispo for residents, business owners, visitors, students, and employees working in the city, by reducing panhandling downtown.

The objective of the project report will be to describe the benefits of using such an approach by comparing the program to other cities that have used similar programs. The report identifies how other cities can implement directed giving programs for homeless shelters or other types of community programs by explained and demonstrating how the City of San Luis Obispo adopted and implemented the program.

## BACKGROUND

The City of San Luis Obispo has experienced an increase in homeless individuals over the last few years. This is due to a number of variables, such as; loss of job, unable to pay rent/mortgage, alcohol/substance abuse, divorce, or eviction/foreclosure. Social service providers have indicated that at least half of the homeless population in the city come from outside the County of San Luis Obispo.

The *2013 San Luis Obispo County Homeless Point-in-Time Census and Survey Comprehensive Report* indicates that from this point-in-time (PIT) count there are roughly 2,186 homeless individuals in the County of San Luis Obispo (Using a HUD-provided formula, this equates to a total of 3,497 persons estimated to be homeless at some point in time within a one year period). Approximately 750 homeless individuals reside within the City of San Luis Obispo which is 34% of the total homeless in the County. It is reported that 89% of these homeless individuals were unsheltered as of 2013.

There are several problems that are associated from homeless within the community, such as public health and panhandling. Poor health can contribute to being homeless and being homeless can lead to poor health. Homeless individuals are much more susceptible to diseases than those who live in homes, some of the health risks that homeless face are; mental health problems, substance abuse problems, bronchitis and pneumonia, problems caused by being outdoors, wounds and skin infections, and homeless children have high rates of emotional and behavioral problems. It is reported that roughly 38% of homeless are dependent on alcohol and another 26% are addicted to other drugs (National Health Care for the Homeless Council, 2011).

San Luis Obispo is an attractive destination for homeless individuals because there seems to be a genuine compassion for those in need that is expressed by the community within San Luis Obispo, due to their willingness to provide meaningful services and money to these individuals. Panhandling has been gradually increasing within the city due to the giving nature of the community. These individuals populate areas such as shopping centers and the downtown core and solicit citizens for money. The act of panhandling is protected by the Constitution of the United States as an expression of freedom of speech, however, the City of San Luis Obispo has adopted a panhandling ordinance that regulates panhandling by location and proximity to existing businesses. Many of these individuals who panhandle have severe substance dependencies and cash handouts are one of the easiest ways to support these addictions, and consequently have adverse impacts on the community by creating an enabling environment.

Solicitation can take many forms to include passive verbal requests, the placement of signs requesting money or a more aggressive approach where the panhandler uses intimidating or threatening tactics to obtain money. Some of these panhandlers interfere with traffic, block

sidewalks/benches and disrupt the operations of businesses, and deteriorate the experience and quality of the downtown core for visitors as well as residents.

December 2012 the City of San Luis Obispo issued a White Paper that proposed the idea of adopting a Parking Meter Donation Station plan. This White Paper matched with the City's goal to end homelessness in the City of San Luis Obispo.

In 2013-14 the City of San Luis Obispo organized a Task Force to implement a donation meter program in the Downtown area. This Task Force was organized with different employees from different departments within the City of San Luis Obispo, such as the Police Department, the Parking Department, Community Development Department, and worked with the Downtown association, and the non-profit organization United Way.

The Making Change Count directed giving program in San Luis Obispo is specifically designed to contribute to the homeless shelter. This program uses recycled parking meters that are decorated, to get the public's attention, and provide an opportunity for the public to directly donate their change to the meter or use their credit card for a bigger donation that goes directly to expanding services at the homeless shelter.

The benefit of this program is that each donation meter is sponsored by a different business for \$500 per year on a two year contract and the City has installed seven meters in the downtown area, which adds up to \$7,000 every 2 years, plus any additional donations from the public. This money is collected by the city, at no additional cost, and given to a non-profit United Way, which uses the money for the Prado Day Center. The sponsorship program is designed so that any sponsor can use the sponsorship as a tax deduction, this program guarantees funds to the homeless shelter on a bi-annual bases.



## OBJECTIVE AND GOALS

### Objective

The objective of this initiative is to reduce panhandling throughout the City of San Luis Obispo through implementation of a program that provides an opportunity for the general public to donate and help the homeless in a positive way, insuring that the donations are used productively for homeless services rather than enabling behaviors that are destructive to both the individual and community. This program will use recycled parking meters and repurposing them to be used as donation meters throughout the downtown and will be paired with a public awareness campaign.

### Goals

- *Community Awareness & Coordinated Responses* - build community awareness and support for coordinated responses to reduce homelessness.
- *Enhance Public Safety* - Improve public safety by reducing the number of program resistant individuals that support their life styles and addictions through panhandling.
- *Services* - Provide better access to supportive services that promote long-term stability and improved functioning.

## PLANNING PROCESS

### Phase 1 Business plan

August 2013, the City of San Luis Obispo Community Development Department took the initiative of writing up a Business Plan that was used to identify the roles and responsibilities of the Directed Giving Task Force. This Business Plan introduced the purpose and objective of the

Task Force and how the implementation of the donation meters should take place (Appendix B: Business Model).

#### Phase 2 Prepare meters for installation

The meters were graciously donated by IPS, these meters were recycled parking meters that took both coins and credit cards. The Task Force received 7 white meters; the meters were retrofitted to be used for donations instead of parking. The task force identified 15 locations through downtown at which would be the ideal locations for these meters. The final 7 locations for the meters was decided upon by a multitude of different factors; solar access, underground utilities, frequent panhandling locations, visually prominent for pedestrian traffic, and away from locations that could be considered parking meters. The meters were installed by the City of San Luis Obispo at no cost, on April 24, 2014.

#### Phase 3 Marketing

The Task Force utilized different methods at which to market the program. A poster was designed that projected the reason and purpose for the meters and had been handed out throughout the downtown. The City of San Luis Obispo created a Homeless Solutions webpage to their website that included information about homelessness and provided a link to the Making Change Count webpage that provided more information about what the donation meters are and what they are intended to be used for. United Way and The Downtown Association also created webpages that interlinked together and provided a link to donate directly to the program through the website. The artwork for the meters was created to be made temporary to convey the purpose of the meters and allow for a future plan to create an art program to decorate the meters. The unveiling of the meters was made live thanks to KSBY.

#### Phase 4 Launch program

The program was launched on April 27, 2014, where the Mayor and the Downtown Association led the ceremony to unveil the meters in front of the community at the San Luis Obispo Mission Plaza, City stakeholders as well as members of the public witnessed the official launch of the program. The unveiling ceremony was publicized on television and made available to view on the KSBY website; <http://www.ksby.com/news/donation-meters-unveiled-in-downtown-san-luis-obispo/>.

#### Phase 5 Monitor, collect, distribute and report

The Parking Department collects the coins from the meters and is able to track and report credit transactions on the meters, the Parking Department then gives the coins to United Way, where they deposit the coins into the account with the credit card transactions. All money is transferred to the homeless shelter Prado Day Center. United Way will produce quarterly reports from collections and distributions to be submitted to the City of San Luis Obispo and the Downtown Association.

#### Phase 6 Public Art Program

The final phase of the donation station program is to implement a public art program that will decorate the stations as artwork and help detract from their parking meter characteristics. The public artwork program must be reviewed by the Architectural Review Commission, and will be processed over the next year to be implemented in 2015. The artwork program will be similar to the city's utility box artwork program, and will be designed by local artists that will enhance their presence in the downtown area.

## CHAPTER 2

### CASE STUDIES

Donation meter programs are designed to increase awareness about homelessness in communities and to redirect money that is given to panhandlers into programs that provide meals, job training, substance abuse counseling, housing, and other programs for those in need of assistance. Donation Meter programs have been implemented in dozens of cities throughout the United States, and they have been steadily increasing in popularity within the last ten years. Local governments, nonprofits, and business groups have been starting these programs in cities all over the country as an effort to reduce the amount of panhandling and to increase funds for homelessness services within these cities.

In order to determine the usefulness and benefit for San Luis Obispo to implement a donation meter program the city modeled business plan for “Make Change Count” program to compare and contrast ten different cities that have adopted donation meter programs. These cities include; Atlanta, Las Vegas, Baltimore, Laguna Beach, Lawrence, Denver, Salt Lake City, San Antonio, Iowa City, and Portland. The demographics of these cities range in size from populations of 20,000 (Laguna Beach) to 1.3 million (San Antonio), and have distinctly different proportions of homeless individuals compared with their populations.

These cities were chosen because each city researched implemented the program in a different way, some of the ways these cities differed were the location of the meters, sponsorship programs, type of meters (coin or credit card operated), public art programs, or type of

partnerships. Cites such as Atlanta, Denver, and Baltimore partnered with non-profit organizations to direct funds from the donation meters to different services, whereas, cites such as Portland, and Salt Lake City partnered with businesses to maintain and direct funds from the meters. Each of these cites studied varied in their approach at which they adopted their program, this lead to different results from each city (for more information about how each city program differs see Appendix C).



## Denver, Colorado

### Denver Road Home Program

Denver, Colorado has been the most well-known for their donation meter program “Denver’s Road Home” as part of the Denver’s Ten-Year Plan to End Homelessness; they have generated over \$200,000 from the program and have been the most successful of the programs. The funds from the meters has already helped develop 2,373 new housing units for the homeless, and prevented more than 5,700 seniors, families and individuals from becoming homeless, the program has also funded the mentorship of over 1,000 families to come out of homelessness.



There are a few things that Denver has done that set it apart from the other programs; the first being that Denver’s donation meters not only take change they also provide the opportunity for individuals to use their Debit/Credit cards to allow for higher contributions. In addition to accepting coins and cards the meters are also tied in with a sponsorship program where different businesses sponsor a meter for \$1,000 each year. Denver has also installed significantly more meters than any other city; 85 meters have been installed throughout the city in major shopping areas and tourists attractions. Each of these factors contributes to the success Denver has had with their program.

## Lawrence, Kansas

### Donation Meter Program

The City of Lawrence Kansas has installed donation meters at 6 different locations in the downtown area, the funds collected from the program are used to support the homeless population through the emergency shelter, healthy meals for families, job assistance. The program “Cents of Community” was created to bring awareness to the public about the homelessness population within the city and offer an alternative solution to panhandling in the downtown area. These 6 meters are coin operated only and



generate approximately \$500 a year from donations since the program began in 2012. The program was partnered with a local non-profit for directing funds to homeless services, and no sponsorship program has been established.

Compared with the other cities researched the City of Lawrence has experienced much of the same results. What sets the City of Lawrence apart from the other cities researched is the amount of vandalism and the effectiveness of the program. The City feels that the program has not been successful in deterring panhandling, and the city has not been able to recoup the costs of implementing the program. Of the 6 meters installed one was stolen, and two more were significantly vandalized and had to be repainted. The “Cents of Community” program was implemented in the same way as many of the other cities with the same goals and objectives in mind, but their end results they have experienced differ significantly from all the other cities.



## Laguna Beach, California

### Laguna Relief & Resource Center

The City of Laguna Beach installed 8 meters in major tourist and public locations throughout the city. These meters have generated approximately \$4,000 a year since the program was inception in 2009, the city has not adopted a sponsorship program and all funds are directly from donations at the meters. The City is responsible for collecting and distributing funds from the meters to different homeless programs such as the Alternative Sleeping Location, and the city's homeless shelter in Laguna Canyon. The purpose of this program was



designed to deter panhandling and offer a different solution to tourists or visitors willing to give or support the homeless. The city has felt that the program has been very successful in supporting services as well as educating the public that there are alternative ways to help the homeless rather than giving them money directly.

Part of Laguna Beach's success for the donation meter program is the adopted art program that was implemented at the time of installation of the meters. Laguna Beach hired artists for \$200 dollars per meter to design and decorate these meters to be used to bring the public's attention to the meters and spark their curiosity to find out what these meters are and what they are used for. This method of using the meters as public art has been a very successful tool for Laguna Beach in educating the public what these donation meters are for, as well as bring additional artwork throughout the city that enhances the character and public experience of walking through the city.



## LESSONS LEARNED

The City of San Luis Obispo, used each of the cities as a guide in drafting a program to be adopted in the downtown area. From these case studies the city took the strengths of each of the programs and analyzed the weakness and flaws of each program to determine what was most appropriate to use for the City of San Luis Obispo. Denver provided insight on how the program could be implemented to be the most financially equitable, by using meters that could take both coins and credit cards, and tying together with a sponsorship program the financial success of the program set a great example for the San Luis Obispo. The City of Lawrence provide insight that vandalism is a real threat to the success of the program and special measure are needed to prevent and prepare for possible vandalism from homeless individuals, the general public or even accidents. Laguna Beach was an excellent example of how to achieve both financial success and public education simultaneously through the public art program and strategic placement of the donation meters that will be seen by visitors to the area.

These case studies provided the City of San Luis Obispo with the ability to determine what aspects of each of these programs will be most beneficial and what aspects of the programs need improvement. By combining all the different ideas from these case studies the team was able to strengthen the business plan to be compatible with the City of San Luis Obispo.

## DOCUMENTS RESEARCHED

### *The San Luis Obispo County 10 Year Plan to End Homelessness*

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

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

### *City and County Roles of Addressing Homelessness*

The City partners with the County to provide programs to transition people out of homelessness and advance goals outlined in the 10 Year Plan. These document outlines the respective roles the County and City have in addressing regional and local homeless service needs.

### *Major City Goals*

Implement comprehensive strategies to address homelessness in the City. Encourage existing, improved, and expanded services (including advocating to the County and other organizations for delivery of case management, drug, alcohol, and detoxification services, and

mental health services), support the establishment of a new homeless services center, and pursue good-neighbor, safety, and quality of life programs.

#### *Parking Meter Donation Stations White Paper*

A number of communities have examined the possibility of using parking meters as “donation stations” for citizens that feel compelled to give money to help others in need. Money collected at these donation stations can be earmarked for specific entities or causes depending on how the program is developed. It’s recognized that the value of a dollar can go much further in the hands of a social services outlet as opposed to directly giving that dollar to a panhandler where there is no accountability to its benefit. This outlet allows a conscientious donor an immediate alternative to provide assistance to a responsible entity that can facilitate adequate services for those with legitimate needs and subsequently reduce the odds that a program resistant panhandler will be able to perpetuate their condition and/or addiction, strain local resources and detract from the quality of life in San Luis Obispo.

#### *2013 San Luis Obispo County Homeless point-in-time Census and Survey Comprehensive Report*

San Luis Obispo, October 31, 2013 – The Homeless Services Oversight Council (HSOC) of San Luis Obispo County released the results of its Point-in-Time Count and Survey of Homeless Persons for 2013. This survey describes the current state of homelessness within the County of San Luis Obispo, and identifies the different demographics of homeless individuals and where they reside.

#### *City Funding Support*

Many activities that the City supports are not directly related to homelessness, but may in fact serve a homeless population. These include support for certain very-low income and

transitional housing projects, and support for social service programs such as Alliance for Pharmaceutical Access and the Noor Foundation that provide medical support and services to homeless individuals among their clientele. This document identifies how city funds are being allocated to these different services.

## CHAPTER 3

### ROLES AND RESPONSIBILITIES

The donation station project team was comprised of three agencies the City of San Luis Obispo, the Downtown Association, and United Way. Each agency had different responsibilities on the Task Force Team.

#### *The City of San Luis Obispo*

The responsibilities for the City of San Luis Obispo have been divided up by the different departments; Police Department, Community Development Department, Parking Department, and Parks and Recreation.

The Police Department took the lead of organizing and coordinating the Directed Giving Task Force Team, Keith Storton the Police Captain stepped up to direct responsibilities for the different departments as well as agencies. The Police Department acted as the figure head for the project team representing the team at hearing and meetings with the City Council, Planning Commission and meetings with other stakeholders. Keith Storton also took the responsibility of applying for the grant for \$2,250 to help launch the program and he created the MOA (Appendix A: Memorandum of Agreement) that each department and agency agreed to following for the tasks of the project team. Christine Wallace, Neighborhood Outreach Manager for the Police Department, created the sponsorship agreement as well as contributed in designing the latest posters and assisted Keith Storton with preparation for meetings.

The Community Development Department was responsible for creating the business model for the creation of the Task Force Team, as well as administering the website and coordinating marketing and outreach with the other departments. Kyle Bell, Planning Intern, represented the Community Development Department on behalf of Derek Johnson, Community Development Department Director. Before the Task Force was created Kyle Bell wrote a business model plan for the operation and organization of the Task Force team and established a timeline for when deadlines were to be met (Appendix B: Business Model). It was also the Community Development Departments responsibility to create and all PowerPoint presentation for the Police Chief and the Community Development Director used at any public meetings. Kyle Bell managed the creation of the webpages for Homeless Solutions throughout the City of San Luis Obispo, Make Change Count specifically for the donation station program, and SLO Help the Homeless website that coordinates with all other public outreach efforts to provide information to the public. Kyle Bell is also responsible for compiling all the information regarding the process of implementing the program to be used as a report to present to other cities who wish to implement similar programs.

The Parking Department was responsible for acquiring and installing the meters, as well as, maintaining and repairing the donation meters in the case of vandalism. Robert Horch, Parking Manager, acquired the donation meters from IPS (the company that supplies the parking meters for the City of San Luis Obispo) who graciously donated the meters at no charge. The Parking Department verified the locations of the meters and managed all installation, programing, and recording of the donation stations. They are also responsible for collecting the change from the meters and giving them to United Way.

Parks and Recreation Department is responsible for carrying out the Public Art Program. Melissa Mudgett is responsible for creating and carrying out the art program that is the next phase of the project, and will be carried out over the next year.

*The Downtown Association*

The Downtown Association of San Luis Obispo was responsible for identifying key locations for the donation station to be placed in the Downtown area, as well as coordinate with business owners for finding sponsorships for each station. The Downtown Association's role on the Task Force is to eventually manage the donation station program independent from the city departments, which includes tracking reports generated by the meters, managing the marketing program to further increase public awareness, manage the SLO Help the Homeless website, and oversee the public art program.

*United Way – Nonprofit*

United Way, a nonprofit organization, is responsible for collecting and managing all monies received from donation stations and allocating them to the homeless shelter and homeless services, for the purposes of providing aid to people transitioning away from homelessness. Quarterly reports of funding and distribution will be recorded by United Way and provided to the City of San Luis Obispo and the Downtown Association.

## SPONSORSHIP PROGRAM

After selecting the location of the donation stations in the downtown area, but prior to installation, the project team contacted several local businesses that were first based on businesses that were in close proximity to the donation station locations. After meeting and discussing the opportunity to sponsor a meter with several different businesses, the team waited until the meters had been installed and took the opportunity at Good Morning San Luis Obispo when the meters were unveiled and offered the opportunity for individuals to sponsor a meter, by the end of the event all the meters had designated sponsors and the team received offers from other businesses to propose donation meters in front of their businesses.

Thanks to our first sponsors the launch of our program was a great success;

- Rotary Club – 2 donation meters
- The Wineman Building LLC
- Copeland Properties – 2 donation meters
- Eric Meyer
- Mayor Jan Marx

After two years the sponsors will decide if they want to deny or continue the sponsorship agreement. If any of the sponsors decide to refuse renewing the agreement the Downtown Association will outreach to find new sponsors to take their place. The sponsorship agreement will be re-assessed at the end of the two year agreement.

## SPONSORSHIP AGREEMENT

The City of San Luis Obispo, Downtown Association and United Way of San Luis Obispo County are pleased to offer sponsorship opportunities for the Donation Station Program. Seven



giving stations, similar in appearance to parking meters, have been installed in downtown San Luis Obispo to give individuals a place to directly give financial support to homeless services by feeding the meter (and donations may also be made via the United Way website.) All monies collected are funneled to the United Way of San Luis Obispo who will distribute to local homeless services organizations.

Sponsorship - \$1,000/ 2 years

- Plaque bearing sponsor name to be affixed to the meter
- Media exposure
- Tax deductible
- Name/logo placement on the websites of SLO City, Downtown Association and United Way.
- Public Art participation
- Right of first refusal at conclusion of the 2 years

During the pilot program, it is the intent of the “Make Change Count” program to include a public art component. Sponsors will be granted the opportunity to participate in the public art process if they so choose.

## **CHAPTER 4**

### **PUBLIC OUTREACH AND AWARENESS**

The success of a directed giving campaign through meter donation stations is dependent upon a strong marketing plan. This plan includes an education component about the adverse results of providing money to panhandlers and the benefits of giving on behalf of a social service agency. Providing business owners, their employees and public service personnel with the knowledge to pass this information on to those who may ask creates an environment that is unified in effort and consistent in the messaging process. Providing literature and flyers in key locations to inform the giving public featuring QR code access and internet links to appropriate websites where citizens can become further aware, informed and involved helps build an additional layer of success and credibility to the project.

### **WEBSITE DESIGN**

The first stage of the public outreach effort was to design a webpage that would provide the public with information regarding homelessness. The webpage Homeless Solutions was designed by the Community Development Department the purpose of this webpage was to establish a location that would provide links to all things regarding homelessness within the City of San Luis Obispo. The Homeless Solutions webpage contains links to the homeless shelters webpages such

as the Prado Day Center, Maxine Lewis Memorial Homeless Shelter, and the San Luis Obispo Women's Shelter.

The Homeless Solutions webpage also provides links to several homeless service providers' websites, below is a list of service providers in San Luis Obispo available for homeless individuals;

- Community Action Partnership of San Luis Obispo County
- ECHO-El Camino Homeless Organization
- Housing Authority of San Luis Obispo (HASLO)
- Peoples' Self-Help Housing (PSHH)
- Habitat for Humanity for San Luis Obispo County
- Business and Career One Stop Centers
- Mental Health Services
- Community Health Centers of the Central Coast
- Food Bank of San Luis Obispo
- United Way 2-1-1 Services
- San Luis Obispo County Community Services

After establishing the Homeless Solutions webpage for the City of San Luis Obispo, the Task Force team focused efforts on creating an interlinked network of webpages that were designed for making information about the Making Change Count program easily accessible. The Community Development Department created a webpage through the City website that laid out what the Making Change Count program was created for and identified its goals and objective. The Downtown Association also created a webpage dedicated to providing information about the Making Change Count program with the same information available on the City's webpage to

maintain consistency. Both webpages provided a link to a webpage designed by United Way to offer an option for the public to donate directly online to the Making Change Count program.

To help coordinate the public outreach effort the City of San Luis Obispo acquired the website domain SLOhelpthehomeless.com. This domain was chosen to help brand the marketing campaign for the program and maintain a memorable name that the public can identify with. The website domain was used to be printed on all marketing efforts to maintain consistency.

SLO Help the Homeless website is designed to provide all information regarding the Making Change Count program available to the public to help elevate misconceptions about the program and clearly identify the purpose and objective of the program for the public to see.

#### PUBLIC AWARENESS

The first poster was created at the beginning of the campaign, this poster was created for the purpose of bringing awareness about the negative effects of panhandling. The slogan “Support Solutions Not Addictions” was meant to bring awareness to the public that giving money to panhandlers doesn’t always go to what people expect it to be used for. The image that was chosen for the poster gave a clear visual image that paired with the message (see Appendix D). The image shows a person dropping money into a panhandler’s hand, as the money descends it is transformed into several different types of drugs and other substances. This was an aggressive attempt to change the public’s perspective on how giving money to individuals is not always the best way to help them, often times those individuals use that money to support bad habits. The third part of the message is that due to the uncertainty of what panhandlers are using the money for, the alternative is to donate that money to a service or charity that will provide help individuals who are trying to

improve their situation by utilizing these services. Now of course not all individuals who panhandle are using the money to support bad habits and there are a number of individuals who genuinely need a few extra dollars to get by, the problem lies in the fact that we are unable to determine which individuals will use the money in a positive way that is not self-destructive. Due to this uncertainty the donation meter program offers an alternative for those who would like to help individuals improve their situation and be sure that their money is being used in a positive way.

The poster is equipped with a QR code and the URL [SLOhelpthhomeless.com](http://SLOhelpthhomeless.com) that provide access to the homeless solution website where citizens can learn more of the different services that the City of San Luis Obispo and the County of San Luis Obispo provide to help these individuals. The poster directs people to the website who are looking for more information or would like to donate directly to the donation station program.

After the donation stations were installed a new poster was created to provide information about the donation station locations and further expand upon the message from the other poster with the message that “Handouts Don’t Help” (see Appendix D). These posters were placed throughout the downtown area, as well as provided in City departments and local business that have supported the program.

To further expand the message behind the donation station program, a billboard along Highway 101 that can be seen by people driving South before they enter San Luis Obispo . This billboard is used to further expand the public outreach effort to inform travelers and visitors to San Luis Obispo that there is a new program to assist individuals who need help. The strategy behind

using the billboard is that visitors will see the message, regardless of whether they read it or not, then when they are in the downtown area and notice these meters they will be familiar with what the donation stations look like and the hope is that when they see them



downtown they will be curious and inquire for more information by utilizing the website or asking other citizens what these stations are for. The more the message is made available to the public the more opportunities there will be for people to ask each other what they know about the stations and this creates a valuable word of mouth element that is more powerful than any amount of posters or billboards could provide. The more people talk about the program the more successful it is in that it brings awareness to the public that there are alternatives to giving money to panhandlers.

## STAKEHOLDERS

From the start of the donation station program campaign the project team has received great support and guidance by the San Luis Obispo City Council, Planning Commission, the Board of Supervisors, the Chief of the Police Department, and the Director of the Community Development Department. A great deal of credit for the success of the program is thanks to these stakeholders that supported the program from its inception and have helped to provide resources and networking opportunities to expand the public outreach of the program, as well as provide grants to help launch the program.

## HUMAN RELATIONS COMMISSION PUBLIC HEARING

A public meeting was held to determine if the goals of the donation meter program matched the appropriateness of city goals. The creation of the program revolved around the compliance with the City Major Goal to end homelessness (Corporation for Supportive Housing, 2011). The hearing was used as an opportunity to provide a public forum in which citizens could come and show their support of the program or express any concerns. The San Luis Obispo Chief of Police Steve Gesell spoke on behalf of the project team at the hearing where he presented the purpose of the program and its alliance with city goals and how the program will benefit the city by reducing panhandling in the downtown area and help to expand service provided to those individuals.

## GOOD MORNING SLO

Good Morning SLO is a breakfast that the Chamber of Commerce puts on once a month for individuals who are active in the community. The donation station program was made live on April 27, 2014 where a presentation was held by the project team to announce the purpose of the program at Good Morning SLO, and after breakfast walked over to the first installed donation station by the San Luis Obispo Mission. Mayor Jan Marx was given the honor of unveiling the donation station that indicated the official launch of the program, the event was recorded by KSBY and is available for the public. After the unveiling the project team took the opportunity to ask if there were any more individuals who would like to sponsor a donation station as there were still four stations without sponsors. Within minutes all the sponsorship positions were filled and people were requesting to be put on a waiting list if positions opened up, the project team also received requests to install more stations in various parts of the City, the result of this response gave the project team a lot to think about for future growth of the program.

## NEWS REPORTS

After the unveiling of the donation stations on April 27, 2014 a number of articles and news videos were made to report on the purpose of the program. This was a major component to the public outreach effort, the news articles provided an unbiased opinion about the program and expanded the reach to a significant amount of people all throughout the City of San Luis Obispo and even the County of San Luis Obispo, that the posters or billboards would have never been able to accomplish on their own.

Another benefit to these news articles that was provided for the project team is that most of these articles and videos are on an open forum where members of the community can anonymously comment on their support or concerns with the program. These forums provided valuable insight and feedback for the project team to consider to improve the program.

Follow the URL's provided below to learn what the news companies and the public are saying about the program:

*San Luis Obispo Homeless Charter California Edition – video by Charter California Edition*

<https://www.youtube.com/watch?v=5QH9s752MrA>

*Donation meters unveiled in downtown San Luis Obispo – article and video by KSBY*

<http://www.sanluisobispo.com/2014/04/24/3035936/parking-meters-prado-day-center.html>

*Donation meters likely to be helpful for homeless – article by The Tribune*

<http://www.sanluisobispo.com/2014/04/30/3043492/donation-meters-likely-to-be-helpful.html>



*Parking Meters that take donations of the homeless are installed in SLO – article by The Tribune*

<http://www.ksby.com/news/donation-meters-unveiled-in-downtown-san-luis-obispo/>

*‘Change for Change’ program unveiled in SLO – video by The Tribune*

<https://www.youtube.com/watch?v=ytexWNLvFC8>

*‘Make Change Count’ A SLO story map – interactive map from the Community Development Department*

[http://slocity.maps.arcgis.com/apps/MapTour/index.html?appid=0549b5d6bd814308a0bd](http://slocity.maps.arcgis.com/apps/MapTour/index.html?appid=0549b5d6bd814308a0bd2ebcf32a3a45&webmap=28a6ee1e7e764adb9ffc17dcba79a230)

[2ebcf32a3a45&webmap=28a6ee1e7e764adb9ffc17dcba79a230](http://slocity.maps.arcgis.com/apps/MapTour/index.html?appid=0549b5d6bd814308a0bd2ebcf32a3a45&webmap=28a6ee1e7e764adb9ffc17dcba79a230)

## CONCLUSION

The Make Change Count program has already shown to be quite the success as word about these donation stations travels throughout the City of San Luis Obispo, more and more people will become aware of the purpose these stations serve and may reduce the draw from panhandlers to solicit citizens in the downtown area. This program has already received a significant amount of donations since the launch in April 2014, United Way will continue to track the donations and produce monthly reports that will be submitted to the City of San Luis Obispo. The next phase of the project will include the public art program and will be carried out over the next year by the Task Force Team and assistance by the Downtown Association.

Overall the program has had a strong start and is expected to have a lot of potential in increasing the quality of life in the downtown area and funds from the program are already being envisioned to expand services at the homeless shelter to reach out to even more homeless individuals.

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## APPENDIX

### A. MEMORANDUM OF AGREEMENT

#### Parking Meter Donation Station Program

#### Memorandum of Agreement

##### I. PURPOSE

The purpose of this Memorandum of Agreement (MOA) is to document responsibilities for the Parking Meter Donation Station Project Team (known as “Project Team”) to implement, install and operate parking meter donation stations within the City of San Luis Obispo and other identified locations as determined by the Project Team.

The MOA defines the roles and responsibilities for the Project Team members to include representatives from the City of San Luis Obispo (known as “the City” - inclusive of the Police Department, Community Development Department, Parking, Finance & IT, and the Parks & Recreation Department), the San Luis Obispo United Way, the Downtown Association (DA), and Cuesta College.

##### II. PROJECT TEAM RESPONSIBILITIES

#### *Responsibilities of the City of San Luis Obispo*

- Facilitate coordination of the Project Team responsibilities (Police)
- Assist with marketing and outreach (All)
- Create and administer website design for homeless solutions and directed giving (CDD)
- Acquire and install meters on approved City/Private property (Parking)
- Maintain and repair parking meters (Parking)
- Provide input as to how funds can be transferred directly to the United Way

- Initiate and oversee the Public Art process if City funds are used for the project (P&R)
- Provide guidance for the Public Art process for donated project funds (P&R)
- Provide fiscal accountability for City of SLO involvement (F&IT)

*Responsibilities of the San Luis Obispo United Way*

- Receive and manage donated meter funds
- Distribute funds to aid and transition people away from homelessness
- Provide the City and DA with a quarterly report of funding and distribution
- Assist with marketing and outreach to promote the project and inform the public

*Responsibilities of the Downtown Association*

- Provide recommendations for meter placement (both public and private property)
- Coordinate with business owners for the installation of meters on private property
- Administer a marketing program that will promote the project and inform the public
- Oversee the Public Art process if private donations are used to fund the project

*Responsibilities Cuesta College*

- Designate meter location
- Facilitate an on-campus marketing/outreach to promote the project
- Assist with donations collections and maintenance
- Facilitate an on campus art process

*Responsibilities of the Parking Meter Donation Station Project Team*

- Meet as needed to evaluate and discuss the meter donation program
- Finalize and recommend placement locations of donation meters
- Collaborate to provide guidance and recommendations for the meter Public Art process
- Collaborate to identify recipients of donated meter funds

The Project Team agrees to provide oversight and direction for the Parking Meter Donation Station project for an agreed upon term of one-year. At the conclusion of the year the MOA will expire

The agreement has been reviewed and approved by:

Police Department

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Police Chief
Date

## Parking

Public Works Director \_\_\_\_\_ Date \_\_\_\_\_

Finance and Info. Technology

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F&IT Director	Date
---------------	------

United Way

United Way CEO Date



## B. BUSINESS MODEL

### Objective

The objective of this initiative is to reduce panhandling throughout the City of San Luis Obispo through implementation of a program that provides a opportunity for the general public to donate and help the homeless in a positive way, insuring that the donations are used productively for homeless services rather than enabling behaviors that destructive to both the individual and community. This program will use recycled parking meters and repurposing them to be used as donation meters throughout the downtown and will be paired with a public awareness campaign.

### Goals

- Community Awareness & Coordinated responses – build community awareness and support for coordinated responses to reduce homelessness
- Enhance Public Safety – Improve public safety by reducing the number of program resistant individuals that support their life styles and addictions through panhandling
- Services – Provide better access to supportive services that promote long-term stability and improved functioning

### Stakeholders and Roles

City of San Luis Obispo – o Assist with the public awareness campaign to include linkage with community stakeholders beyond the Downtown Association. Responsible for installation and maintenance of donation stations, collection and transfer of funds received to an identified non-profit. Assist/facilitate the decoration of the donation stations.

Downtown Association – Serve as the primary steward for the program. Finding Sponsors for each meter. Administer a marketing program that will promote the project and inform the public Team with a Non-Profit organization to disburse donations to service providers.

Non-profit Foundation – Use proceeds from the donation meters to aid programs designed to transition people away from homelessness

### Findings

- ~3,800 Homeless within San Luis Obispo
- City of San Luis Obispo Ordinances already in place [City Municipal Code (section 9.06.025)] No Panhandling within 25 feet of any ATM
- Within 6 feet of the entrance to a commercial establishment or driveway. Within 10 feet of any intersection of city streets or highway off-ramps. On any median in any city street. On the roadway of any city street

- 7 out of 10 cities say that their programs are a success o Demographics of the cities researched
  - Population range 20,000 – 1.36 million
  - 6 of those cities collect the donations themselves, 4 of those cities have passed the responsibility to another organization.
  - Average donation is about \$2,000 a year
  - Denver brings in \$200,000 since it began in 2007 with 85 meters and \$1,000 sponsorship per meter.

“Program is very successful and should be implemented in every city. Received more funding than expected” – Laguna Beach

“The Donation Meter Program is just one more example of the Denver community coming together for an important caus. This project is an innovative, creative approach to educating the community about homelessness while also generating much-needed resources.” – City of Denver

“The meters are not the draw to get the money; the real moneymaker is sponsorship and online donations.” – Michelle Ross, Salt Lake City

#### Tools

- Public Sponsorship
- Parking meters equipped with credit card functionality
- Artists to decorate meters
  - Students from Cal Poly
- Fundraising event for artists to decorate the meters
- Link with stakeholders including the Chamber of Commerce, local media, Cuesta and Cal Poly to maximize receptivity of the message.

#### Marketing

- The initial phase will involve marking awareness to the public about reasons why they shouldn’t support panhandling, and the harm it can do to the ones who are panhandling.
- The second phase of marketing will involve communicating to the public alternative ways to help the homeless other than panhandling, such as, providing Donation Meters that will go to Non-profit organizations to help the homeless.
- A website, page, or pages will be set up so that the public will be able to learn more about the program and or donate or sponsor online.
- Final phase is to market for sponsors to support the program and sponsor a donation station.

## Reporting

As the City collects the donations from the meters a record of how much money has been received will be generated and presented to the Downtown Association as well as the City Council to track the progress of the meters and their locations.

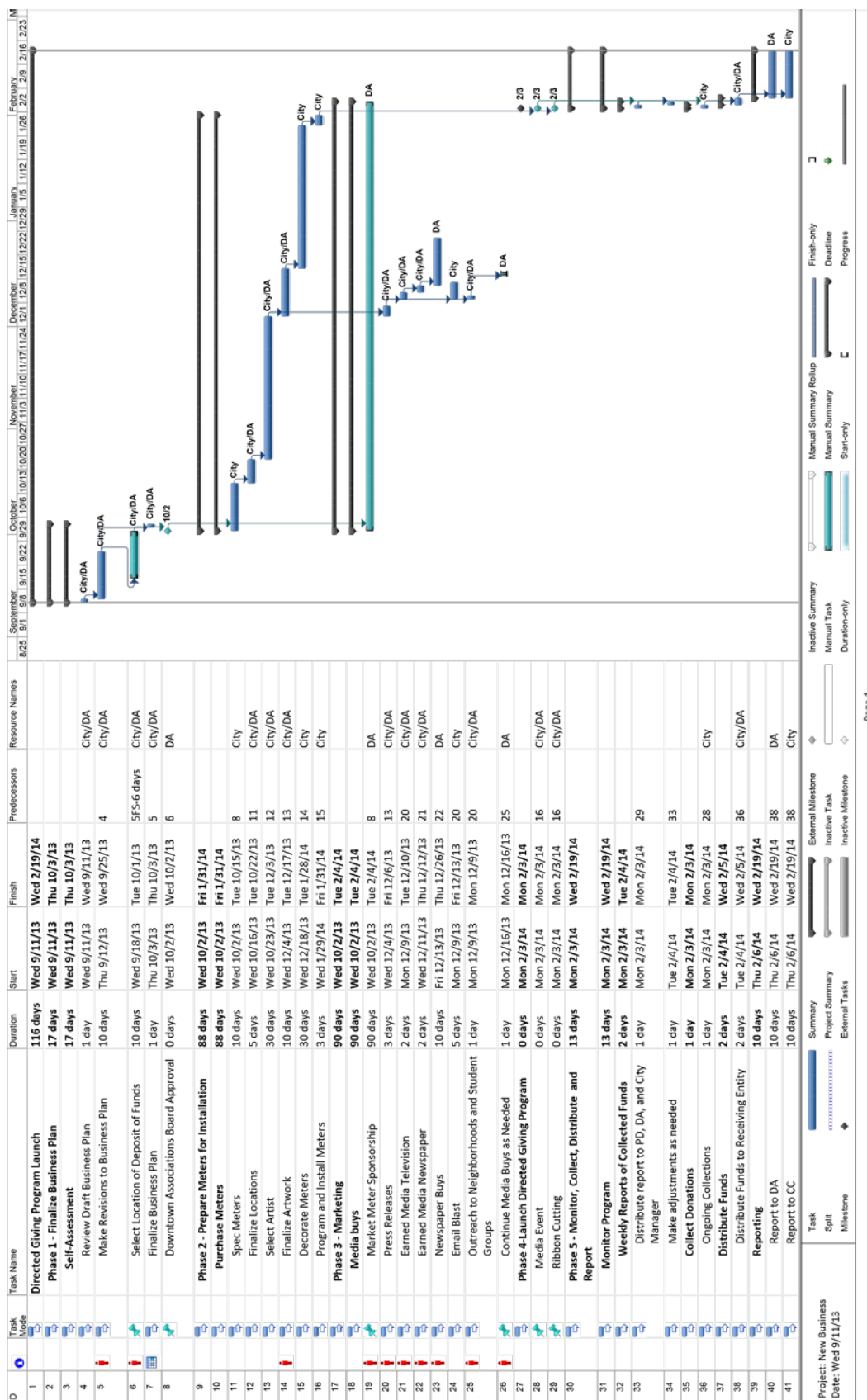
## Schedule

- To kick off the program the city will pay for and install donation meters.
- Artists will be hired to decorate and renovate the meters distinguishable to the public that they are for donations.
- Sponsors will then be found to sponsor a meter at an agreed upon amount. These sponsors can be schools, clubs, businesses, or interest groups from around the city.
- After installation the City of San Luis Obispo will collect the donations from the meters and give to the Downtown Association who will then donate it to a Non-Profit organization to help the homeless.

## Map

- Potential locations for proposed Donation Meters





C. CASE STUDIES

City	Program Name	Length of program	City Population
Atlanta	Gateway Homeless Services	Began in 2008	432,427
Baltimore, MD	Downtown Partnership of Baltimore, Inc.	Began in 2006 - 1st meter program	619,493
Denver	Denver's Road Home	Began in Spring 2007	619,698
Iowa City	Iowa City Parking Meter Donation Program	Began in 2009	67,862
Laguna Beach	Laguna Relief & Resource Center	Began in 2009	23,069

City	Homeless Population	Criteria for locating the meters	# of meters
Atlanta	~7,000; Ranked poorest city in US for children	Downtown zone where panhandling is most prevalent as well as next to the courthouse	15
Baltimore, MD	~3,000	Mainly in the inner harbor where tourists visit	24
Denver	~11,000	Started in areas with most panhandlers and then spread around various business, tourist and shopping areas	85
Iowa City	~1,200-1,500	downtown area where most pandhandlers are located	9
Laguna Beach	~100 year round, larger population in the summer during the tourist season	Major crosswalks to beach and in front of where the festival of arts takes place	8

City	Accept Debit / Credit Cards	Incorporates element of "public art" or "logo" or "name"	Designated recipient(s) of the meters' earnings
Atlanta	coin only / refurbished	No public art, called "Homeless Meters"	Gateway & Mission City (nonprofit)
Baltimore, MD	coin only / refurbished	No - but has a needle that goes from "despair" to "hope" when you add coins	Baltimore Homeless Service
Denver	coin & debit/credit	Denver Road Home Logo with plaque with name of businesses / individual sponsors. Also has sticker with IPS & Arrow groups who donated the meters	Denver's Road Home (non-profit)
Iowa City	coin only / refurbished	Meters are purple with logo, "Make a Change with Your Change." Considering paying artists to redesign meters to bring more attention to the program depending on funds remaining at the end of the fiscal year	6 designees; Free Lunch program, Iowa City Free Medical Clinic, Crisis Center, PATH, Shelter House, United Action for Youth
Laguna Beach	coin only / refurbished	Yes, paid artists \$200 per meter	City's homeless shelter

City	Entity responsible for collecting the donations	Business sponsorship	If business sponsorship, advantages / disadvantages
Atlanta	City funded / maintained/ collect funds	Yes, Lanear Parking which provided the refurbished meters at no cost and provided the funds to renew the program in 2013 (maintenance and cost to collect \$ from meters)	No other business sponsorship, the meters are for educational purposes only; real focus of Gateway and Mission City is on providing a free meal program
Baltimore, MD	Downtown Partnership of Baltimore, Inc.	No	Tried partnering with the United Way in the past, but never got off the ground; discussed with local businesses, however they were not interested in partnership
Denver	City funded / maintained/ collect funds	Yes & individuals for \$1000 per year. Sponsorship includes website recognition and plaque on meter in their choice of location that does not already have a sponsor	Advantage is to educate community & have businesses / individuals contribute in order to stop pandhandling
Iowa City	City funded / maintained/ collect funds and donates to social service agencies	No	City preferred to conduct program on their own, however, businesses have helped with funding drives on behalf of the program
Laguna Beach	City funded / maintained/ collect funds	No	Wanted to keep it simple, however the Visitor's Bureau publishes ads in their newsletters which has brought a lot of publicity & funds



City	Primary objective to reduce panhandling, to raise funds for homeless services, or both?	Panhandling ordinances / laws in place?
Atlanta	The meters have not stopped panhandling, they are really an educational tool. What has stopped panhandling are two things: ordinances making it illegal downtown and a higher police presence in the downtown area. Most panhandlers have moved to other areas of the city or other cities in general	Yes, it is illegal to panhandle in the downtown area
Baltimore, MD	Objective to educate and to have people think about where their donations are going and better served by contributing to a homeless program	Yes, ordinance against aggressive "soliciting" for a number of years. Not allowed to call "panhandling" due to 1994 law that considers that wording to be demeaning. As of 2006, more police enforcement and citations.
Denver	Raise funds and education community, the ordinances probably have more to do with decrease in panhandling	Sit & lie ordinance & aggressive panhandling ordinance
Iowa City	Has not reduced panhandling	prohibit panhandling within 10 feet of a building, 15 feet of a crosswalk, 20 feet of ATMs and 10 feet from mobile vendors
Laguna Beach	Has not reduced panhandling overall, but has changed to more musician panhandlers, most of whom are not homeless	No ordinance against panhandling

City	Amount collected	Evidence of success in meeting objectives of program	Vandalism
Atlanta	\$2000 over the total existence of the program	Yes, due to ordinances & police presence, not meters. The program is not financially sound, but does not cost the City any \$, so will continue to use as an educational tool	None
Baltimore, MD	A few hundred dollars per month	Yes. First implemented meter program, which has since gone nationwide. Program has helped police to build a better relationship with homeless advocacy groups that prefer education over arrests / citations	Some, mainly stickers on meters
Denver	Over \$200,000 since program began in 2007	Yes, has done well financially, but feel the greatest success is the education of the community	Some, but has not been much of an issue
Iowa City	\$2,000 / year	Disappointed that they have not received more funds and that panhandling has not decreased. Feel meters need to be more visible	Very little vandalism; occasionally have found gum in the coin slots
Laguna Beach	~\$15,000 since inception	Feels program is very successful and should be implemented in every city. Received more funding than expected.	Only vandalism is stickers on meters.

City	Program Name	Length of program	City Population
Las Vegas	City of Las Vegas / Donation Station Program	Began Spring 2012	589,317
Lawrence, KS	Donation Meter Program	1 year	88,727
Portland, OR	Portland Business Alliance	Began in 2007	593,820
Salt Lake City, UT	Homeless Outreach Service Program (HOST)	Began in April 2011	189,899
San Antonio	Haven for Hope	Began April 2010	1.36 million

City	Homeless Population	Criteria for locating the meters	# of meters
Las Vegas	~9,432	strategic downtown locations with significant foot traffic and panhandling issues	10
Lawrence, KS	~500	Placed in historic downtown area where most of the panhandlers are located. Placed in break-ways to parking lots. Downtown area is 6 blocks by 3 blocks	6
Portland, OR	~2361	downtown area where most panhandlers are located	10
Salt Lake City, UT	~812 chronic; ~2,000 on/off	Pilot program started in downtown SL city with largest homeless population and where service providers are located	Currently 13 meters with 10 more in the near future
San Antonio	~3,500	Downtown tourist areas where panhandling is the most prevalent	Started with 30 in 2010, currently have 55

City	Accept Debit / Credit Cards	Incorporates element of "public art" or "logo" or "name"	Designated recipient(s) of the meters' earnings
Las Vegas	coin only / refurbished	No public art; green meters, "Donation Stations to end homelessness"	City's Housing & Homeless Service Program (funds go back to city to fund this program)
Lawrence, KS	coin only / refurbished	No public art; green with educational message "Cents of Community"	Homeless Shelter, check is cut on a quarterly basis
Portland, OR	coin only / refurbished	"Real Change, Not Spare Change"; 1 meter has public art which is in the office of the Portland Alliance	Funds the Kevin Montgomery Smith Fund, homeless advocate. The board of the Portland Business Alliance decides what social service programs the funds should go to on an annual basis
Salt Lake City, UT	coin only / refurbished	No public art, "Real Change Meters" & "Give a hand up, not a hand out" & "Into Real Change"	Pamela J. Atkinson Foundation, distributes the funds to city's homeless service providers
San Antonio	coin only / refurbished	Haven for Hope Logo (blue & yellow) on all meters	Haven for Hope / faith based charity

City	Entity responsible for collecting the donations	Business sponsorship	If business sponsorship, advantages / disadvantages
Las Vegas	City funded / maintained/ collect funds	No	No
Lawrence, KS	City funded / maintained/ collect funds	No, however, merchants were provided with flyers to be placed on store front windows to discourage panhandling and promote the donation stations	City did not wish to work with businesses / wanted to keep it simplified
Portland, OR	Employee of Portland Alliance	Tried unsuccessfully to obtain business sponsorship. Feels that program would be more successful by partnering with City / Chamber of Commerce / Visitor's Bureau, public agencies versus local businesses	n/a
Salt Lake City, UT	Police officers / bike patrol unit	Business may sponsor a meter for \$1500 / year	Brings in the majority of the funding for the program
San Antonio	Haven for Hope installed via donated meters from city, maintains, collects, owns all meters	No, but may consider this option in the future to obtain more funds	Businesses can request bus vouchers from Haven for Hope to be given to homeless that will provide them with a free bus ride to the Haven for Hope shelter where they can get free, food, shelter and other services.

City	Primary objective to reduce panhandling, to raise funds for homeless services, or both?	Panhandling ordinances / laws in place?
Las Vegas	No	No standing on median when panhandling and cannot be within 20 feet of an ATM
Lawrence, KS	Do not feel that program has deterred panhandling	Ordinance against aggressive panhandling, not allowed to panhandle in front of an ATM machine. Cannot harass someone who declines to give \$.
Portland, OR	Unsuccessful, thinking about dropping program and removing meters. Feels the best way to lower panhandling is to have stronger ordinances.	City initiated ordinance against aggressive panhandling, challenged in court / in limbo
Salt Lake City, UT	Very successful, almost all meters have sponsorship. Also feels that HOST has played a role in educating community members to give to service providers instead of panhandlers.	No ordinance in place. Instead have a social contract to interact with panhandlers and discuss social service programs and places they can go for food / shelter /etc.
San Antonio	Does not know if it has deterred panhandling, but has helped to raise funds to run shelter and other social service programs that the City of San Antonio has not been able to fund	Ordinance against aggressive panhandling, and not allowed to panhandle within 50 feet of an ATM or restaurant

City	Amount collected	Evidence of success in meeting objectives of program	Vandalism
Las Vegas	n/a	Yes, may add more meters	Some
Lawrence, KS	~\$500 / year	Does not feel program is successful because it has not deterred panhandling and the city has not been able to recoup the costs of implementing the program	1 meter was stolen and 2 were vandalized and had to be repainted
Portland, OR	~2,000 / year	May drop program and remove meters for homeless. Aggressive panhandling and homeless #'s have gone up dramatically in last 5 years. Homeless populations have been organizing and # of thefts, assaults have gone up	Nothing significant
Salt Lake City, UT	~Few thousand per year, most of the funding comes from business sponsorship	Very successful, theft & littering is down. Police have better relationship with homeless population & advocacy providers.	Nothing significant
San Antonio	Not willing to provide	Feels program is successful in educating people about homeless population and the services provided by Haven for Hope. Able to provide additional services that the city has not been able to fund	Almost no vandalism, occasionally will find something stuck in the coin slot



D. PUBLIC OUTREACH



**SUPPORT  
SOLUTIONS,  
NOT  
ADDICTIONS.**

Handouts don't help. If you give panhandlers money, you could actually be feeding their addiction.

Donate to charity or give at these donation meters to make a difference.

**MAKE  
CHANGE  
COUNT**

Higuera @ Chorro  
Higuera @ Court Street  
Higuera @ Osos  
Higuera @ Downtown Center

Broad @ Marsh  
Chorro @ Marsh  
Monterey @ Chorro

 [www.SLOhelpthehomeless.com](http://www.SLOhelpthehomeless.com)

# HANDOUTS DON'T HELP

If you give panhandlers money, you could actually be feeding their addiction and keeping them on the streets longer.

**SUPPORT SOLUTIONS,  
NOT ADDICTIONS.**

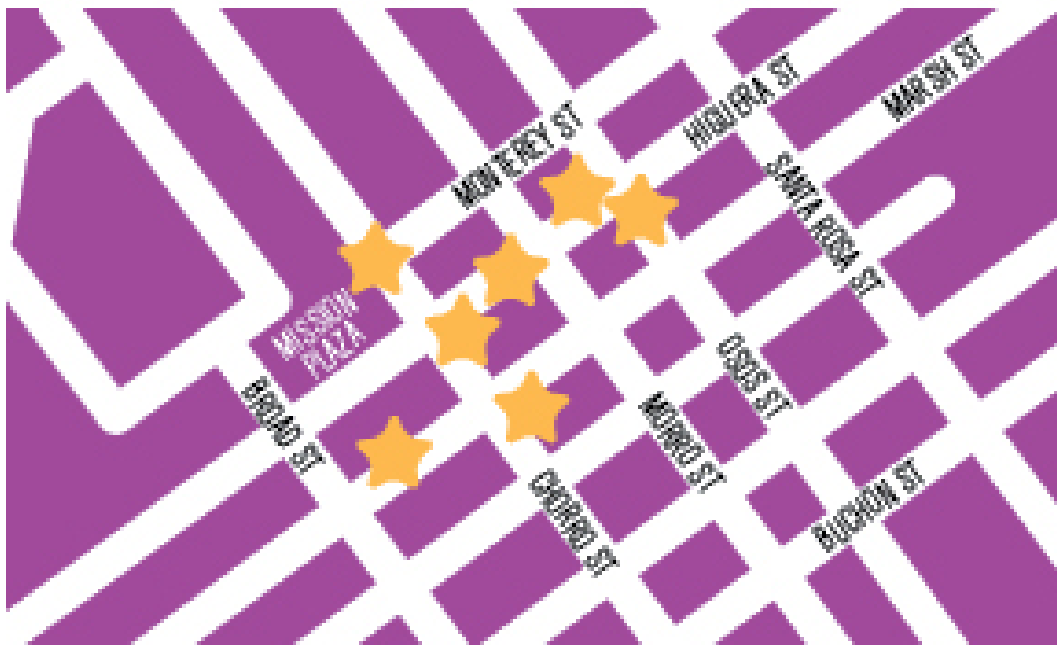
Donate at one of the many downtown donation meters listed on the back of this card, or contribute online via the United Way.



[www.SLOhelpthehomeless.com](http://www.SLOhelpthehomeless.com)



# MAKE CHANGE COUNT



Monterey @ Chorro

Higuera @

Court Street

Higuera @

Downtown Center

Chorro @ Marsh

Broad @ Marsh

Higuera @ Chorro

Higuera @ Osos

