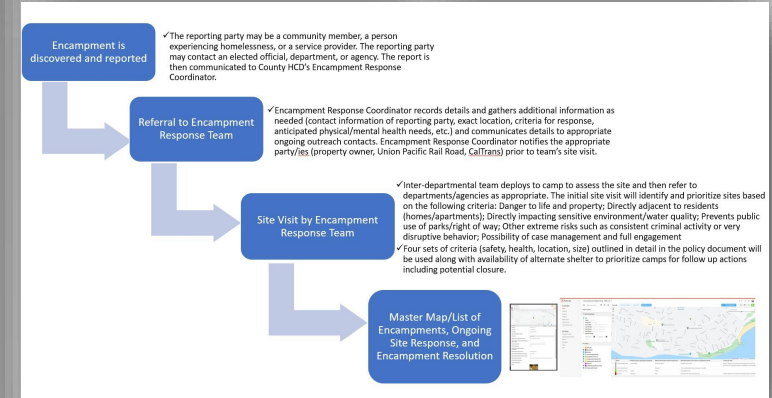




one
COUNTY
one
FUTURE

Encampment Resolution Strategy

County of Santa Barbara
Board of Supervisors
August 31, 2021



Recommended Actions

That the Board of Supervisors:

- Receive a presentation on homeless encampments in Santa Barbara County, which identifies key strategies and priority areas to address unsheltered homelessness;
- Approve and adopt the Encampment Resolution Strategy, including the Encampment Response Protocol;
- Provide direction on resources for implementation of the Encampment Resolution Strategy, including the Encampment Response Protocol;
- Direct staff to allocate up to \$1,482,500 in restricted federal 2021 American Rescue Plan Act (ARPA) funding to implement FY21/22 Encampment Strategy as directed, unless other State or federal funding becomes available and return to the Board with a Budget Revision Request to appropriate funding at a future Board Hearing; and
- Determine that the recommended actions are not the approval of a project that is subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b)(2) and (5), finding that the actions consist of general policy and procedure making and organizational or administrative activities of government that will not result in direct or indirect physical changes to the environment.

Phase II Community Action Plan

Six Month Update

IN THE PAST 6 MONTHS...

339

714 rapid re-housing units/subsidies are still needed (total need: 1,053)

**RAPID RE-HOUSING
UNITS CREATED**



**PERMANENT
HOUSING UNITS
SECURED**



46

789 permanent supportive housing (PSH) units are still needed (total need: 835)

**215 LONG-TERM
SUBSIDIES
FUNDED**

316 long-term subsidies/rental assistance vouchers are still needed (total need: 531)



**137
TEMPORARY HOUSING
BEDS MADE**

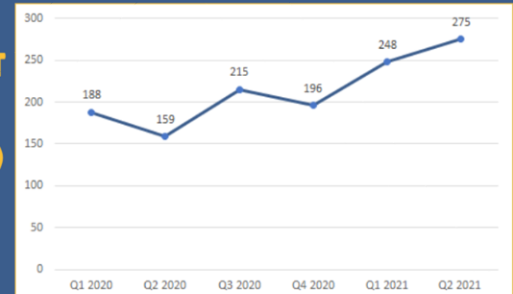
426 beds in emergency shelter, low-barrier navigation centers, transitional housing, and/or bridge housing are still needed (total need: 563 beds)

NEW FUNDING RECEIVED \$8M

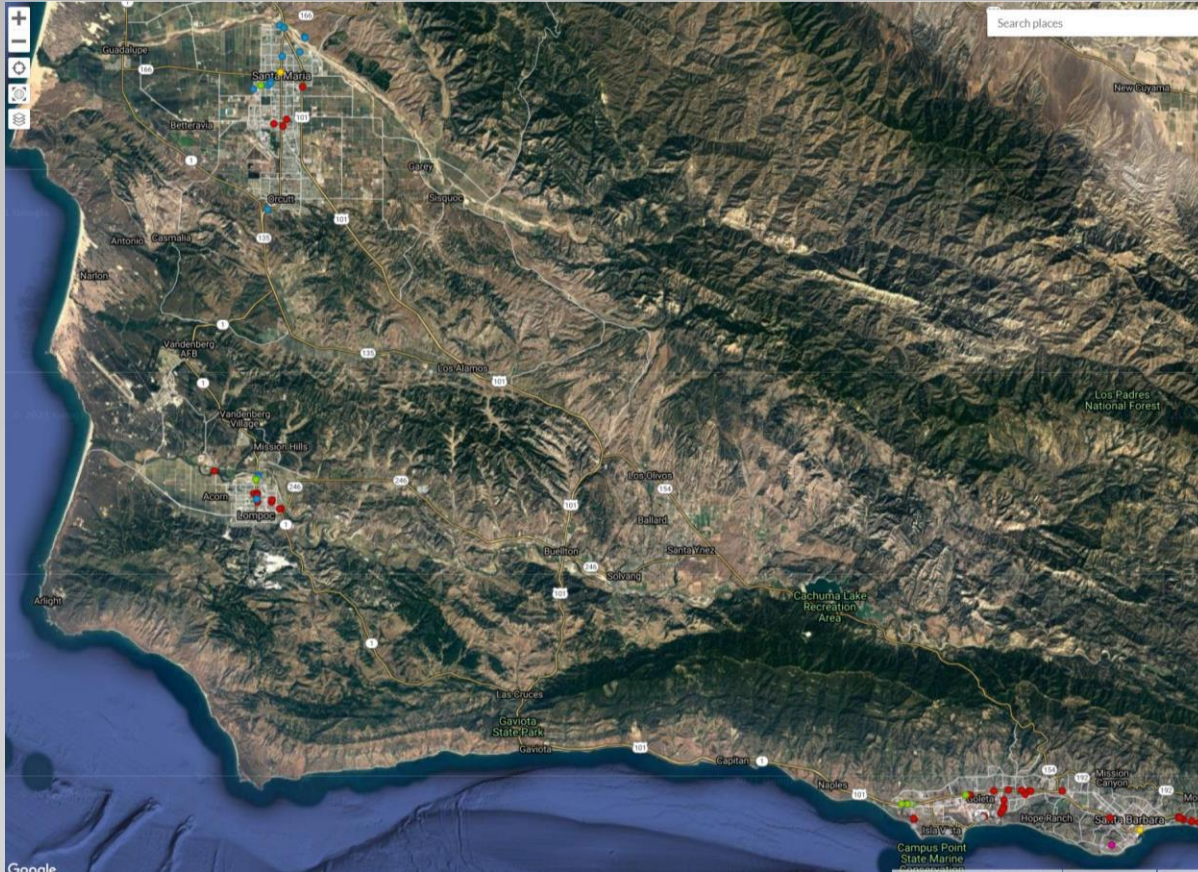


\$6,119,469: State Emergency Solutions Grant - Coronavirus 2
\$1,904,485: State Homeless Housing Assistance and Prevention Program Round 2

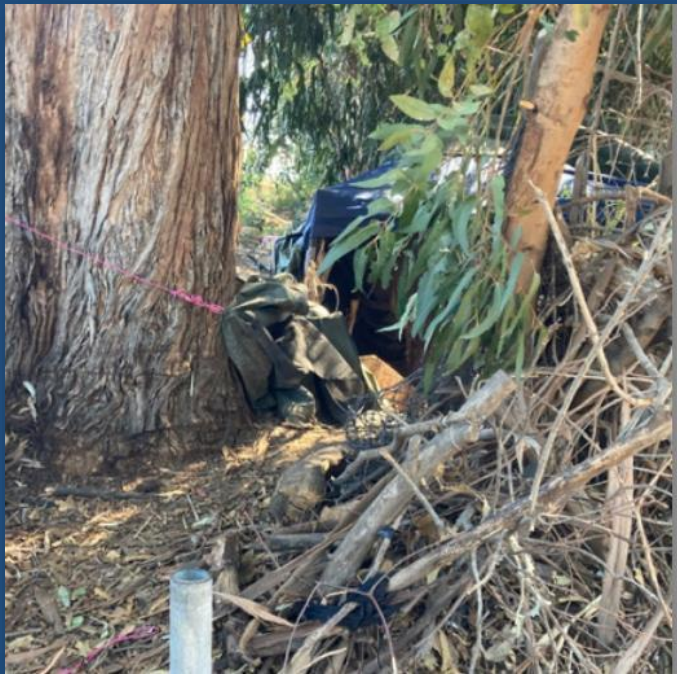
**TRANSITIONS OUT OF HOMELESSNESS
AND INTO
PERMANENT
HOUSING
(QUARTERLY)**



Increase in encampment footprint and growing unsheltered population



Impacts of Encampments



- Concern for the health and safety of persons experiencing homelessness
- Risk of fire
- Concern for the environment and safety of the greater community
- Increase in calls for service
- Need for sanitation services and removal of biohazard
- Deterioration of public spaces

Considerations for Addressing Encampments

- Centers for Disease Control and Prevention (CDC)
- Recent legal decisions
- County Public Health, Fire, Sheriff insights
- Impacts on the community
- Best practices and guidance from other communities and experts in the field

Case Study: *Parks in Isla Vista*



1. Working group of community stakeholders
2. Increased outreach
3. Temporary health and safety measures
4. Cleaning
5. Closures/removal
6. Temporary pallet shelters
7. Housing placements
8. Emergency shelter / navigation center

Encampment Resolution Strategy Overview

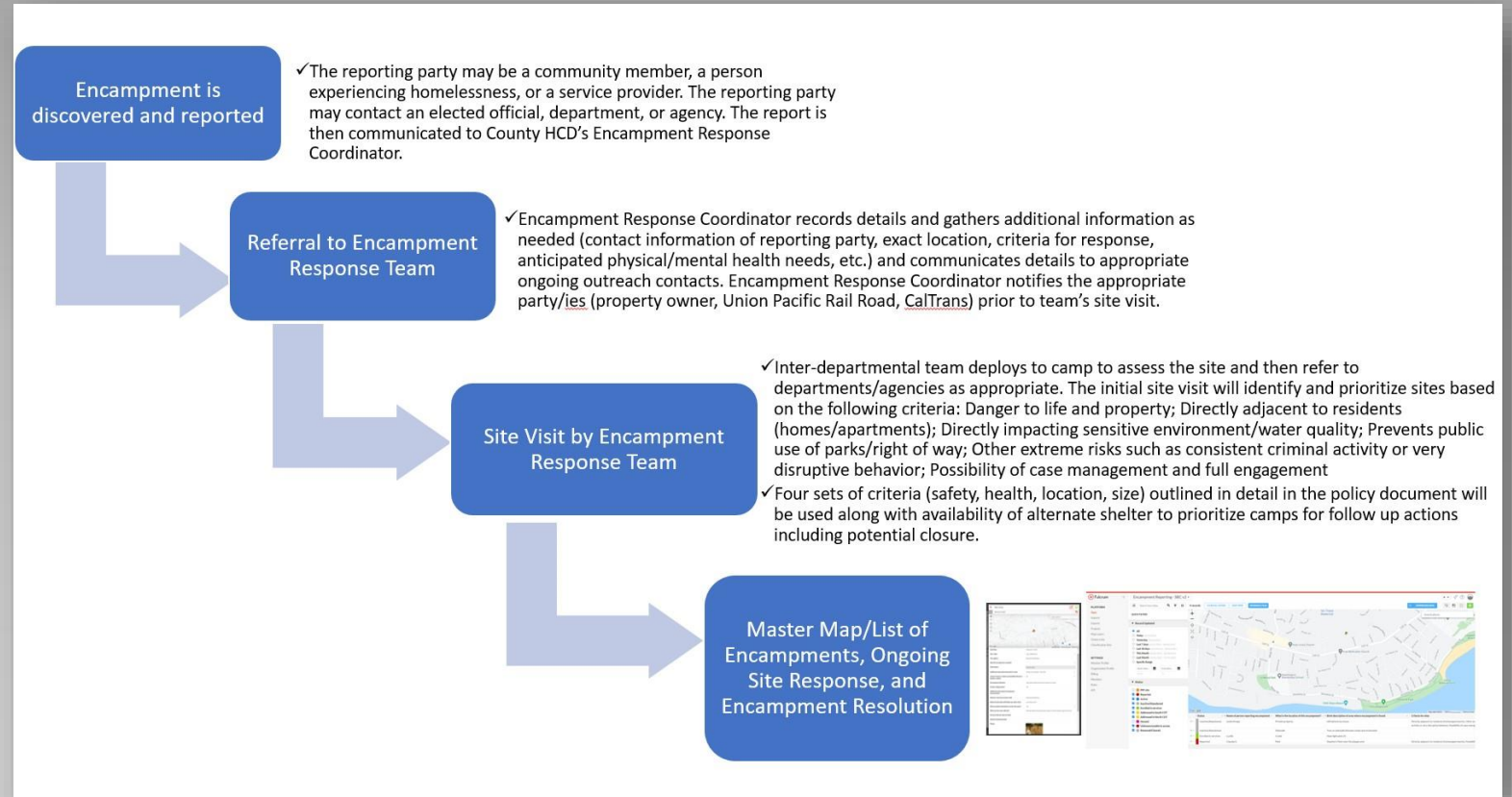


- Encampment Response Protocol and Team
- Increasing access to shelter
- Leveraging long-term rental subsidies
- Creating new permanent housing units
- Robust outreach and engagement
- Sustained adequate funding

***Resolve 45 camps over 3 years
with 60% of persons accessing
alternative shelter.***

Encampment Response Protocol

Response Protocol Framework



Protocol is for encampments located specifically on property owned or controlled by Santa Barbara County or its organizational units, such as dependent special districts.

Encampment Response Protocol

Encampment Response Team



Community Services: Encampment Response Coordinator deploys field team, monitors app, and coordinate follow up actions



Public Health: Public Health to determine immediate health response needs



Homeless Service Providers: Outreach staff to determine outreach and case management/housing navigation needs



Fire: Fire to assess fire and life safety hazard, provide education about fire risk, and enforce fire codes (may be categorized as preparedness and suppression)



Law Enforcement: Law enforcement to confirm site is safe to approach, remain to ensure peace-keeping, address significant criminal activity

Encampment Response Protocol

Criteria: Assessing Encampments for Interventions

Each site assessed for the following criteria:

- Potential danger to life and property
- Proximity to residents (homes/apartments)
- Directly impacting sensitive environment/water quality
- Prevents public use of parks/right of way
- Other extreme risks such as consistent criminal activity or very disruptive behavior

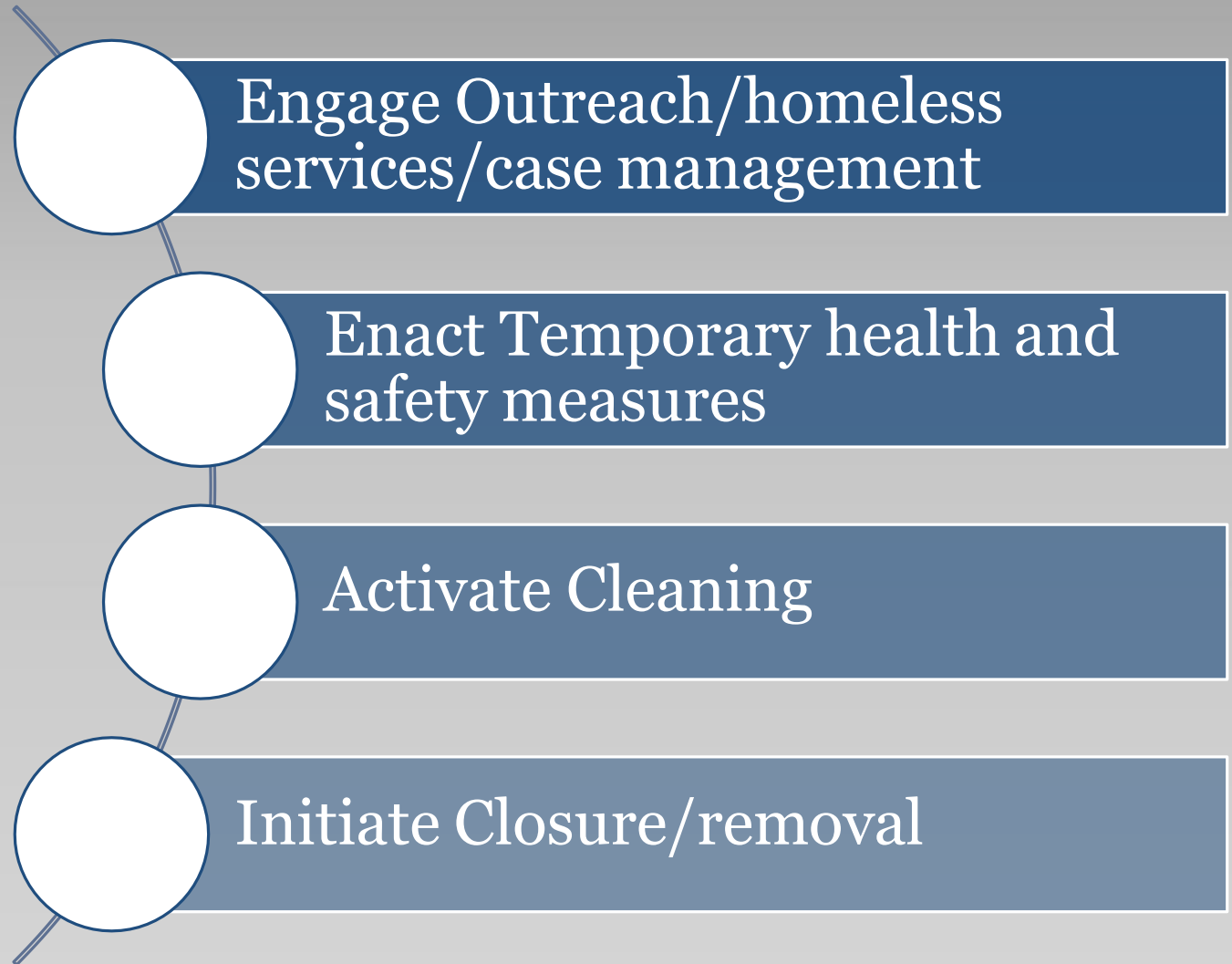
The following sets of criteria will be applied when deciding if, and when, any of the interventions are warranted:

- Safety
- Health
- Location
- Size



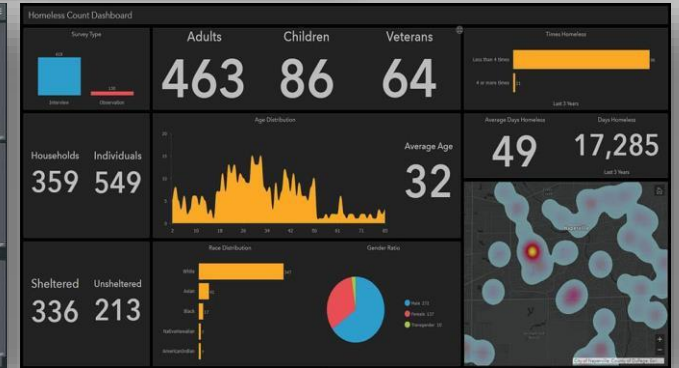
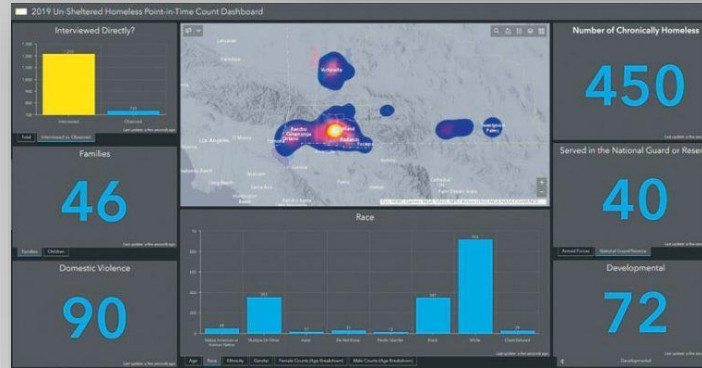
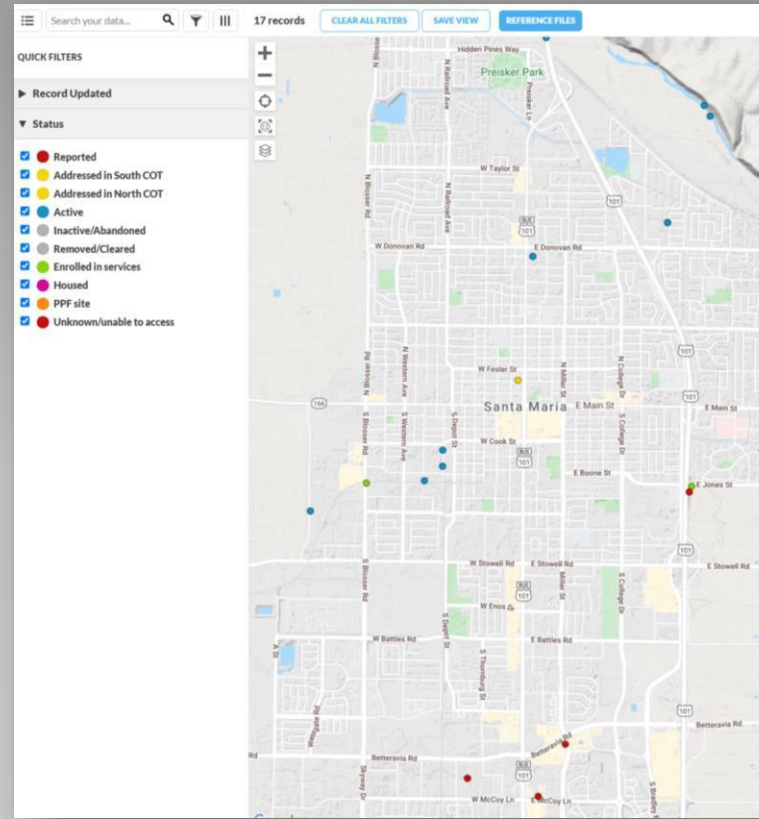
Encampment Response Protocol

Interventions to Address Encampments



Encampment Response Protocol

Accountability through Data and Reporting



Encampment Response Protocol Team and Intervention Costs

Key action/Activity	Year 1	Year 2	Year 3	Estimated 3-year Cost
Encampment Response Protocol Coordinator	\$160,000	\$160,000	\$160,000	\$480,000
Encampment Response sanitation services (debris removal)	\$375,000	\$375,000	\$375,000	\$1,125,000
Storage of personal property and staffing for access to property	\$100,000	\$100,000	\$100,000	\$300,000
Fulcrum mapping software	\$10,000	\$10,000	\$10,000	\$30,000
Total	\$645,000	\$645,000	\$645,000	\$1,935,000

Goals and Performance Measures

Accountability through Outcomes

	Year 1	Year 2	Year 3
Number of encampments assessed	20	20	20
Number of encampments resolved	15	15	15
Participants in resolved encampments who accept alternate shelter/housing	60%	60%	60%
Participants who accept alternative shelter or services that are permanently housed	60%	60%	60%



Encampment Resolution Strategy

Increase Access to Shelter and Temporary Housing

What is needed to increase access to shelter for persons living in encampments?

- 1. Increase the flow through existing shelters through housing exits.**
- 2. Complete development and secure sustainable (minimum 3-year) funding for 100 beds in pipeline:**
 - Emergency Shelter in Isla Vista
 - Pallet Shelters in Lompoc
 - Proposed Dignity Moves Project in Santa Barbara
- 3. Identify sites and future funding for an additional 100 beds through Homekey.**

Encampment Resolution Strategy

**Funding:
Increase
Access to
Shelter
\$6.54M**

Complete 100 new shelter beds (3 projects) in a navigation center model

- **\$1.6M** *additional Capital Investment*
 - \$1.2 M Site improvements for permanent restroom and showers at Bridgehouse (up to 30 beds)
 - **FUNDED** \$7M Acquisition and rehabilitation of Isla Vista property (50 beds)
 - \$400K Site improvements for 34 Bed Container Project
- **\$4.94M** *Unfunded operations and services in year 2 and 3, year 1 is funded with other sources.*

Develop additional 100 temporary and/or permanent housing beds

- Sites and local cash match will be needed to leverage CA State Homekey funding

Encampment Resolution Strategy

Increase Access to Shelter and Temporary Housing

Unfunded Shelter /Temporary Housing Operations Costs


Project	Year 1	Year 2	Year 3	Total
New Shelter in Isla Vista	Funded with One-time State Grant	\$ 1,229,400	\$ 1,229,400	\$ 2,458,800
Pallet Shelters in Lompoc	Funded with One-time State Grant	\$ 219,000	\$ 219,000	\$ 438,000
Proposed Dignity Moves Project in Santa Barbara	Funded with One-time State Grant	\$ 1,019,380	\$ 1,019,380	\$ 2,038,760
	-	\$ 2,467,780	\$ 2,467,780	\$ 4,935,560

Encampment Resolution Strategy

Leverage Long-Term Rental Subsidies/ Vouchers

Create shelter capacity and move persons to permanent housing with supportive services through:

1. Emergency Housing Vouchers
2. Housing Choice Vouchers
3. Tenant-Based Rental Assistance



COUNTY-WIDE
Emergency Housing Voucher Program

HOUSING AUTHORITY PAYMENT IS GUARANTEED!

The Emergency Housing Voucher (EHV) program is available through the American Rescue Plan Act (ARPA). Through EHV, HUD is providing 70,000 housing choice vouchers to local Public Housing Authorities (PHAs) in order to assist individuals and families who are:


- Homeless,
- Fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking,
- At risk of homelessness,
- Were recently homeless or have a high risk of housing instability.

Locally, HUD has provided a total of 212 vouchers distributed to the Housing Authority of the City of Santa Barbara and the Housing Authority of the County of Santa Barbara. The two Housing Authorities are working with the Continuum of Care Program and the County of Santa Barbara to lease up the vouchers.

INCENTIVES for leasing up of each voucher are:

- \$1,500 signing bonus for each voucher leased,
- \$2,000 security deposit (lesser of one month's rent or \$2,000),
- \$2,000 mitigation insurance fund for each leased up voucher (up to \$2,000),
- Three years of supportive services provided to each voucher holder.

For more information, contact the following:
Housing Authority of the County of Santa Barbara - (805) 737-6188
visit www.hasbarco.org or email questions@hasbarco.org



Encampment Resolution Strategy

Create New Permanent Housing Units

- Identify sites for additional shelter and housing programs, including opportunities for CA State HomeKey funding developments.

New Permanent Housing	New Housing Needed	Progress in first 6 months	Remaining Need
Rapid Re-Housing slots/subsidies	1,053	339	714
Permanent Supportive Housing units (Scattered Site Vouchers include Operating Subsidies and Services)	835	46	789
Long-Term Subsidy/Rental Assistance units/vouchers	531	215	316

New Temporary Housing	New Housing Needed	Progress in first 6 months	Remaining Need
Emergency Shelter, Low Barrier Navigation Center, Transitional Housing, Bridge Housing	563 beds	137 beds	426 beds

Encampment Resolution Strategy

Robust Outreach and Engagement



What does robust outreach and engagement look like?

- Increased field outreach teams
- Sustained funding for outreach
- Strong coordination among teams
- Ample time for engagement and rapport-building
- Individualized case management
- Client-centered, trauma-informed, and voluntary
- Availability of housing resources
- Transparency in communication
- Consistency

Encampment Resolution Strategy

**Funding:
Robust
Outreach and
Engagement
\$7.19M**

Estimated unfunded portion of 3-year cost

Multi-Disciplinary Team Full Implementation

Estimated unfunded portion of 3-year cost: \$5M

- Case management for complex, chronic cases.
- Substance abuse counselor, practitioner, nurse, team lead
- Expand multi-disciplinary team efforts by fully funding Be Well and Public Defender staff.

10 Street Outreach Housing Navigators

Estimated unfunded portion 3-year cost: \$2.19M

- Expand and maintain street outreach efforts to ensure unsheltered persons have access to comprehensive case management

Encampment Resolution Strategy

Year 1 Funding American Rescue Plan Request: \$1.482M

Encampment Strategy Costs	FY 21/22
Encampment Response Coordinator	\$160,000
Encampment Response Sanitation Services (debris removal for 15 sites)	\$375,000
Storage of personal property and contractor for access to property	\$100,000
Fulcrum Mapping Software	\$10,000
10 Street Outreach Housing Navigators (~ 6 months)	\$437,500
Garden Street Flag Lot Site Improvements	\$400,000
Total	\$1,482,500

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