

Key Action #	Key Action	SPM	Specific description of how the Key Action will improve this CA SPM	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Milestones for Key Action	Target dates for Milestones	Clear Metric for How Success will be Measured	Funding Source(s) the region intends to use to achieve the action	How will these funding sources contribute to achieving the key action (include eligible use category) For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.	Service Delivery	Housing Placements	Housing Retention	Changes to procurement	Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.
1	Increase a diverse housing inventory through expansion of non-congregate interim shelter, permanent supportive housing development, shared housing programs, and securing more private market rental units.	SPM 1a: Number of people accessing services who are experiencing homelessness. SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count). SPM 3: Number of people exiting homelessness into permanent housing. SPM 4: Average length of time that people experienced homelessness while accessing services. SPM 6: Number of people with successful placements from street outreach projects.	Increasing a diverse housing inventory—including non-congregate interim shelter, permanent supportive housing, and private market rental units—will significantly improve system performance across multiple SPMs. Non-congregate interim shelter creates immediate, low-barrier access points for individuals experiencing unsheltered homelessness (SPM 1a, 1b), particularly for those who may avoid congregate settings due to health, safety, or privacy concerns. Permanent supportive housing provides long-term solutions for individuals with the highest service needs, while increased access to private market units enables quicker placements for those ready for independent housing. These pathways increase exits from homelessness (SPM 3), particularly for people engaged through street outreach (SPM 6).  By having a broader range of housing options readily available, outreach and housing navigation teams can reduce wait times for placements and improve the flow from engagement to stable housing. This reduces the length of time people remain homeless while accessing services (SPM 4) and encourages more individuals to engage with the system, especially from unsheltered locations (SPM 1b). A diverse inventory allows the homelessness response system to match people to housing solutions more effectively and equitably, ultimately improving performance across all targeted SPMs.	County of Santa Barbara	Public housing authorities, CoC, community providers, private landlords, affordable housing developers, interim shelter providers.	6/30/2029	Number of units and beds identified in Community Action Plan 563 new low barrier interim housing beds, 1,033 new slots of rapid re-housing, 835 new units of permanent supportive housing, and \$15 affordable housing subsidies. The aggregate number of units will be measured annually during the PIT count. The number of days a person remains unsheltered while receiving services trends downward year over year.	January 2026, 2027, and 2028.	The number of interim beds, rapid rehousing slots, and permanent beds is sufficient to meet the needs of the number of people identified in the PIT count and through HMIS analysis. Reduce by 10% the number of days a person remains unsheltered while accessing services.	HHAP, ARPA, CERF, LIHTC/TCAL, PMA, local general funds, HHAP, BHHH, HHIP, Homekey, NPLH, ESG	Interim Housing, Rapid Re-Housing, Permanent Housing, Service Coordination		A diverse portfolio of housing types will allow providers to match participants with a housing intervention that meets their individual needs.			
2	Develop a local source of funds dedicated to affordable housing and homelessness (plan for a regional tax/bond local housing revenue creation program).	SPM 3: Number of people exiting homelessness into permanent housing. SPM 4: Length of time persons remained homeless.	Developing a local source of funds dedicated to affordable housing and homelessness—such as through a regional tax measure or housing bond—will increase the availability of flexible, sustainable revenue to support the development and operation of permanent housing. These locally controlled funds can be used to fill critical financing gaps, accelerate project timelines, and support rental subsidies or services tied to housing placements. By reducing reliance on limited, competitive state and federal funds, this strategy enables the region to expand permanent housing options and move more individuals from homelessness into stable housing, thereby improving outcomes under SPM 3 and SPM 4.	County of Santa Barbara	Cities, Public Housing Authorities, local community foundations.	11/30/2029	Facilitate and support the creation of a housing trust fund(s) through the provision of information and statistics to inform the drafting and publication of local ballot measures by various municipalities.	November, 2028	Measures will be developed and included in 2028 voting cycles.	Local funds, private philanthropic dollars (for campaign)	NA		A deeper portfolio of housing types will allow providers to match participants with a housing intervention that meets their individual needs.			
3	Increase coordinated entry access point availability and ensure outreach entry point teams have access to comprehensive and current resources in the field. Integrate encampment outreach software with new Bifocus HMIS software. Ensure a coordinated response system to quickly access appropriate housing and to engage unsheltered populations.	SPM 1a: Number of people accessing services who are experiencing homelessness. SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count).	Increasing coordinated entry access point availability and equipping outreach teams with real-time, comprehensive resource information will make it easier for individuals experiencing homelessness—especially those unsheltered—to engage with the system and be quickly connected to appropriate services. Expanding both fixed and mobile access points ensures broader geographic and demographic coverage, while up-to-date housing and service availability enables faster and more effective referrals. Additionally, a coordinated response system allows for timely identification, engagement, and placement of individuals into shelter or housing options.  Together, these efforts reduce barriers to entry, increase service utilization among people experiencing homelessness (SPM 1a), and facilitate quicker movement off the streets and into safe placements. As outreach becomes more targeted and resources more immediately accessible, fewer individuals remain unsheltered at the time of the annual Point-in-Time count, leading to measurable improvements in SPM 1b.	County of Santa Barbara	Cities, providers serving as access points, outreach teams.	6/30/2029	a 10% expansion in the number of CES access points. Continue to standardize intake procedures across all providers. Identify and implement a new vulnerability assessment to replace the VI-SPDAT. Integrate encampment mapping software into new Bifocus HMIS software.	June, 2029	Increased number of persons matched to housing interventions by Coordinated Entry System. Reduce average number of days persons remain homeless on the CES list by 25%. Increase the number of persons case managed on the CES list by 80%. Reduce the number of days by 20 (152-132) for families with minor children.	HHAP, ARPA, ESG	Outreach, service coordination, system support	Increasing CES access points, including existing language line access, will allow a large swath of the population to access the system and be connected to services more quickly.				
4	Increase inter-disciplinary street outreach teams and ensure they are responsive to the needs of persons living unsheltered and in vehicles. Develop a more robust pathway for persons in vehicles to quickly end their homelessness.	SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count). SPM 4: Average length of time that people experienced homelessness while accessing services. SPM 6: Number of people with successful placements from street outreach projects.	Expanded outreach will decrease the number of people experiencing unsheltered and vehicular homelessness by connecting people to services, shelter, and housing through outreach and service coordination. A multidisciplinary outreach team will decrease the amount of time a person remains unsheltered after entering CES.	County of Santa Barbara	Behavioral Wellness, Probation, Public Defender, Public Health, New Beginnings Counseling Center, Good Samaritan Shelter, Cities in Santa Barbara County, CoC, Coordinated Entry System Lead Agency	6/30/2029	Mapping and assignments of regions to better coordinate efforts with assistance of Bifocus outreach module; decrease returns to unsheltered homelessness from shelters	June, 2028	Increase number of persons acceptance of shelter for street outreach programs. Decline in number of persons experiencing vehicular homeless and increase in percentage of housing placements.	CERF, ARPA (CSF), MHSA, HHAP	Outreach, system support, services coordination	Increased outreach to those living outside and in their vehicles will help facilitate increased housing placement, especially for vehicle dwellers needing light to medium touch assistance. Local data show that people living in vehicles are not accessing homeless response services at the same rate as other unsheltered demographics. Increase outreach will allow us to learn about and better serve this population.				
5	Expand encampment resolution efforts, increase inter-disciplinary street outreach teams and ensure they are responsive to the needs of persons living unsheltered.	SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count). SPM 4: Average length of time that people experienced homelessness while accessing services. SPM 6: Number of people with successful placements from street outreach projects.	Expanded encampment resolution will decrease the number of people experiencing homelessness by connecting people to services, shelter, and housing through outreach and service coordination. A multidisciplinary encampment response team will decrease the amount of time a person remains unsheltered.	County of Santa Barbara	Behavioral Wellness, Probation, Public Defender, Public Health, New Beginnings Counseling Center, Good Samaritan Shelter, Cities in Santa Barbara County, CoC, Coordinated Entry System Lead Agency	6/30/2029	Integrate encampment place-based prioritization into CES policies and shelter procedures	June, 2029	Steady increase in the number of resolved encampments and the number of persons entering shelter. Encampment resolution tracked through HMIS and mapping software. Increase in the number of persons enrolled and number transitioning to permanent housing.	CERF, ARPA, MHSA	Outreach	Expanded encampment resolution efforts and the inclusion of multidisciplinary teams will allow us to reach and provide services to a greater demographic subset of the populations.				
6	Support and expand homeless prevention services including a flexible funding source administered through the Coordinated Entry System. Integrate a culture of prevention and diversion with all social service providers providing human contact and case management through greater access to prevention services.	SPM 2: Number of people accessing services who are experiencing homelessness for the first time.	Expanding and supporting homeless prevention services especially with a flexible funding source, managed through a coordinated entry system can improve access by allowing providers to provide immediate assistance, targeted prevention, reduce barriers, strengthen outreach and engagement, and improve data and strategy. When prevention services are well-funded and strategically managed, communities can reduce the number of people falling into homelessness altogether.	County of Santa Barbara	Good Samaritan Shelter, CoC, housing services providers, school districts, social service agencies.	6/30/2029	5% annual decrease in the number of people experiencing homelessness for the first time entering the system.	January 2026, 2027, and 2028.	Number of persons accessing prevention and decrease in first time homelessness number will be tracked on a regular basis and reported on an annual basis.	HHAP, ARPA, HHIP, CalWORKS, CalFresh	Homeless Prevention, Services Coordination	By reaching upstream through partnerships with non-housing agencies we will reach individuals or families who may not otherwise access homelessness response services and prevent their homelessness.	By reaching upstream through partnerships with non-housing agencies we will reach individuals or families who may not otherwise access homelessness response services and prevent their homelessness.			
7	Support, expand, and improve upon discharge planning from criminal justice, health care, foster care, and other institution settings.	SPM 2: Number of people accessing services who are experiencing homelessness for the first time. SPM 3: Exits to permanent housing	Well-coordinated discharge planning can make a huge difference in ensuring individuals leaving institutions such as correctional facilities, hospitals, and foster care can transition into stable living situations rather than experience homelessness. Strengthening these processes could improve service access by providing early intervention and continuity of care, improve Resource navigation, Reducing Recidivism and health care costs, Strengthening support networks, and tailoring solutions for specific populations. By focusing on these improvements, service providers can increase the number of first-time homeless individuals who are quickly connected to assistance, reducing the chances that their homelessness becomes prolonged or chronic and quickly connecting them to a permanent housing solution.	County of Santa Barbara	Interim housing and homeless service providers, housing providers, Probation Department, Public Defender.	6/30/2029	5% annual decrease in the number of people experiencing homelessness for the first time entering the system. Decrease in the percentage of people exiting the criminal justice system and entering homelessness.	January 2026, 2027, and 2028.	Decrease in discharges to homelessness and recidivism rates.	Community Corrections Partnership, Housing for a Healthy California, DSS, Child Welfare	Interim Housing, Services Coordination	Minorities historically have higher instances of justice involvement. By connecting people to housing and services at the point of discharge we will decrease the number of minority identifying individuals from entering the system for the first time.				

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8	Development and expansion of programs designed to increase income through employment and benefit income.	SPM 3: Number of people exiting homelessness into permanent housing SPM 4: Length of Time Homeless SPM 5: Returns to Homelessness	Expanding programs that boost income through education employment and benefit access can significantly increase the number of people transitioning from homelessness into permanent housing. This would provide greater financial stability, access to better opportunities, reduce barriers to renting, improve mental and physical health, and help break the cycle of homelessness. Jurisdictions that invest in this often see lower homeless rates and better overall community well-being. Increases in income will result in a shortening in the length of time a person remains homeless and will help prevent a return to homelessness after a unit is achieved.	CoC	CoC, Service Providers, Workforce Development, Employers	6/30/2028	Increase the number of people obtaining earned income as a result of participation in CES and services.	6/30/2028	Percent of persons increasing cash income increases.	HHAP, HDAP, HOME-ARP, CalWORKS	Services Coordination	Increases in income will result in a shortening in the length of time a person remains homeless and will help prevent a return to homelessness after a unit is achieved.		Increases in income will result in a shortening in the length of time a person remains homeless and will help prevent a return to homelessness after a unit is achieved.		
9	Create a centralized, coordinated, regional landlord engagement strategy with adequate housing navigation services, landlord incentives, and uniform messaging to engage private landlords.	SPM 4: Average length of time that people experienced homelessness while accessing services SPM 3: Number of people exiting homelessness into permanent housing	Streamlining access to units by engaging landlords through a unified strategy will make it easier to identify available units quickly. Landlord incentives can make landlords more willing to rent to tenants with vouchers or prior housing barriers. Skilled housing navigators who understand the local housing market and build strong relationships with landlords can advocate effectively for clients. Uniform messaging provides consistency across jurisdictions which builds landlord trust. When everyone is speaking the same language about programs benefits, responsibilities, and processes, landlords are more likely to participate and stay engaged.	CoC	Cities, County, Coordinated Entry System Lead Agency, Housing Providers, Public Housing Authorities, Community Providers, Private Landlords, Affordable Housing Developers	6/30/2028	Steady increase in the number of private landlords who make their units available to vouchers holders and CES referrals.	6/30/2028	Number of private market landlords renting to tenant based rental assistance program participants.	HHAP, CoC, Homekey, NPLH	Rapid Rehousing, Services Coordination		Providing incentives and education to landlords who may not have interacted with CES or Housing Authorities in the past will increase the number of positive housing placements for minority demographics.			
10	Increase use of Community Supports and Enhanced Case Management through CalAIM (CenCal Health and Medi-Cal investment).	SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.	Increase use of community supports and enhanced care management will help people maintain their housing and decrease returns to homelessness. These sorts of wrap around services have shown to have positive housing retention results.	County of Santa Barbara	CoC, CenCal Health, Behavioral Health and Public Health, service providers.	6/30/2026	Establish data sharing with named collaborating entities to facilitate housing placement and track service provision.	December, 2026	2,000 persons in HMIS and enrolled in Community Supports and Enhanced Case Management through CalAIM. Reduction in returns to homelessness at 6 months following housing placement to at least 8%, 1% decrease annually.	HHAP, HHIP	Services Coordination	By establishing data sharing with named partners we will increase the reach of homelessness services and data collection beyond our historic demographics.				
11	Develop intensive, multi-disciplinary, in-home case management teams which can quickly intervene when housing stability/retention is threatened. Implement best practices for supportive services teams such as caseload size, service offerings, approaches based on acuity levels and unique population needs (DV survivors, culturally responsive services).	SPM 5: Number of persons who return to homelessness after exiting homelessness to permanent housing. Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.	Increase use of intensive, in-home case management will help people maintain their housing and decrease returns to homelessness. These sorts of wrap around services have shown to have positive housing retention results.	County of Santa Barbara	Behavioral Wellness Dept., CenCal Health, Public Health, Service Providers	6/30/2026	Establish data sharing with named collaborating entities to facilitate housing placement and track service provision. Facilitate MOU and/or contracts between services providers and named collaborating entities.	6/30/2027	60% exiting to permanent housing placement will remain enrolled in case management for one year. 90% of Permanent Housing placements will have an Individualized Service Plan a housing entry.	HHAP, HOME, ARP, MHSA	Services Coordination	By establishing data sharing with named partners we will increase the reach of homelessness services and data collection beyond our historic demographics.				
12	Increase access to Behavioral Health supports: facilitate more accessible pathways to treatment (primary and behavioral health) for clients with more complex needs. Implement best practices for supportive services teams such as caseload size, service offerings, approaches based on acuity levels and unique population needs (DV survivors, culturally responsive services).	SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.	Increase use of behavioral health professionals, access to treatment, housing first practices, and right sizing caseloads and will help people maintain their housing and decrease returns to homelessness. These sorts of responsive wrap around services have shown to have positive housing retention results.	County of Santa Barbara	CoC, CenCal Health, Behavioral Health and Public Health, service providers	6/30/2026	Establish data sharing with named collaborating entities to facilitate housing placement, track service provision, and provide evidence-based trauma informed care for clients with complex needs. Facilitate MOU and/or contracts between services providers and named collaborating entities.	6/30/2026	Support of 125 persons living in MHSA funded units. 90% of Permanent Housing placements will have an Individualized Service Plan a housing entry. Continued support of BHBH beds already established at noncongregate shelter sites.	HHIP, CalAIM, HHAP, ARPA, MHSA. BHBH	Services Coordination	By providing enhanced levels of individualized care, program participants will receive tailored supports to remain successfully house.		By providing enhanced levels of individualized care, program participants will receive tailored supports to remain successfully house.		
13	Identify upstream systems that may be leading to increased rates of homelessness in BIPOC and implement approved Racial and Gender Equity plan and measures through CoC and DEI workgroup.	SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.	By reducing the number of black/African American and American Indian/Alaskan native individuals experiencing homelessness through upstream interventions we will close the disparity gap noted in data analysis.	CoC	County tribes, Criminal Justice Partners, Community Providers	6/30/2029	Approach parity with total population percentages for named racial groups. Maintain equal or below population percentages for all other racial groups	November 2026, 2027, and 2028 to monitor progress during planned equity monitoring update to the CoC Board and system performance measures review.	Reduce the percentage of Black/ African American and American Indian/Alaska Native experiencing homelessness by 10% for each population from HDIS baseline data.	HHIP, ARPA, CCP	System support	By reducing the number of black/African American and American Indian/Alaskan native individuals experiencing homelessness through upstream interventions we will close the disparity gap noted in data analysis.		By reducing the number of black/African American and American Indian/Alaskan native individuals experiencing homelessness through upstream interventions we will close the disparity gap noted in data analysis.		
14	Enhance training for outreach workers to engage with BIPOC. Increase engagement for Black/African American and Hispanic/Latino persons in street outreach. Ensure outreach teams have Spanish and other language services available.	SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.	By enhancing BIPOC training and increasing language accessibility for outreach workers we will close the disparity gap noted in data analysis.	CoC	County of Santa Barbara, CenCal Health	6/30/2029	Ensure all outreach workers are part of a bilingual team or have language line access in the field. Establish cultural competency training in addition to mandatory trauma informed care training.	June 2027 and 2028.	Reduce the number of Black/African American and Hispanic individuals experiencing homelessness by 5%. Reduce the number of days both groups are unhoused by 20.	ESG, CERF, CERF, ARPA, CCP, MHSA	Outreach	By enhancing BIPOC training and increasing language accessibility for outreach workers we will close the disparity gap noted in data analysis.	By enhancing BIPOC training and increasing language accessibility for outreach workers we will close the disparity gap noted in data analysis.			

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15	Reduce the number of days enrolled for families with minor children who identify as Hispanic/Latinx by accelerating housing placement and access to mainstream and housing resources.	SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time. SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.	Increasing language accessibility for outreach workers and CES access points will close the disparity gap noted in data analysis. Family focused case conferencing will decrease the number of families experiencing homelessness. Implement early identification of precariously housed families.	County of Santa Barbara	County of Santa Barbra, Cities in Santa Barbara County, Santa Maria/Santa Barbara County CoC, Coordinated Entry System Lead Agency, Family service providers, CenCal Health, MICOP, Good Samaritan, Transition House	6/30/2029	Establish MOU and data sharing with school districts to facilitate early identification of precariously housed families with minor children. Provide funding for organizations that serve pregnant and parenting youth.	11/30/2027	Reduce the number of Hispanic families experiencing homelessness by 5%. Reduce the number of days by 20 for families with minor children.	DSS Housing Support Program, HHAP, HHIP, ARPA, CDSS Housing Support Program	Rapid Rehousing, Services Coordination	Family focused case conferencing will decrease the number of families experiencing homelessness. Implement early identification of precariously housed families.	Family focused case conferencing will decrease the number of families experiencing homelessness. Implement early identification of precariously housed families.	Family focused case conferencing will decrease the number of families experiencing homelessness. Implement early identification of precariously housed families.		
16	Implement approved Racial and Gender Equity Plan and measures through CoC and DEI workgroup.	SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.	The approved racial and gender equity plan informs policy and service standards to mitigate equity gaps. It is reviewed annually by the CoC board in conjunction with equity performance data. By enforcing the racial and gender equity plan and tracking associated data SPM 7.5 will be improved.	CoC	County of Santa Barbara, Tribes, Service Providers, Cities	6/30/2028	Ongoing review and implementation of this plan to adjust for changing demographic needs. Adjust CoC, CES, and HMIS policies to better serve identified populations.	November 2026, 2027, and 2028 to monitor progress during planned equity monitoring update to the CoC Board.	Percent returning to homelessness decreases to at least match overall rates. Goal is for both Black/African American and American Indian groups to decrease to at least 10%.	HHIP, CoC	System Support, Services Coordination	The approved racial and gender equity plan informs policy and service standards to mitigate equity gaps. It is reviewed annually by the CoC board in conjunction with equity performance data. By enforcing the racial and gender equity plan and tracking associated data SPM 7.5 will be improved.				