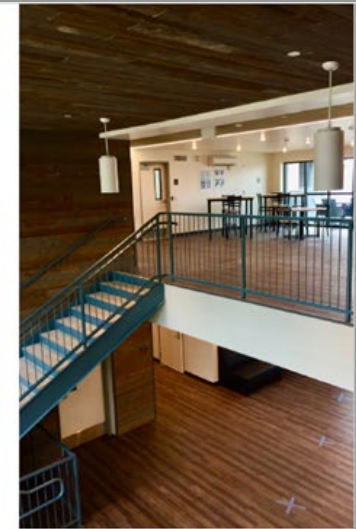


Current State of Homelessness and Phase II Community Action Plan to Address Homelessness

February 23, 2021



Santa Barbara County
Phase II Community Action
Plan to Address Homelessness



Today's Presentation

I. Current State of Homelessness

- I. Trends
- II. Funding and COVID-19
- III. Special Issues

II. Phase II

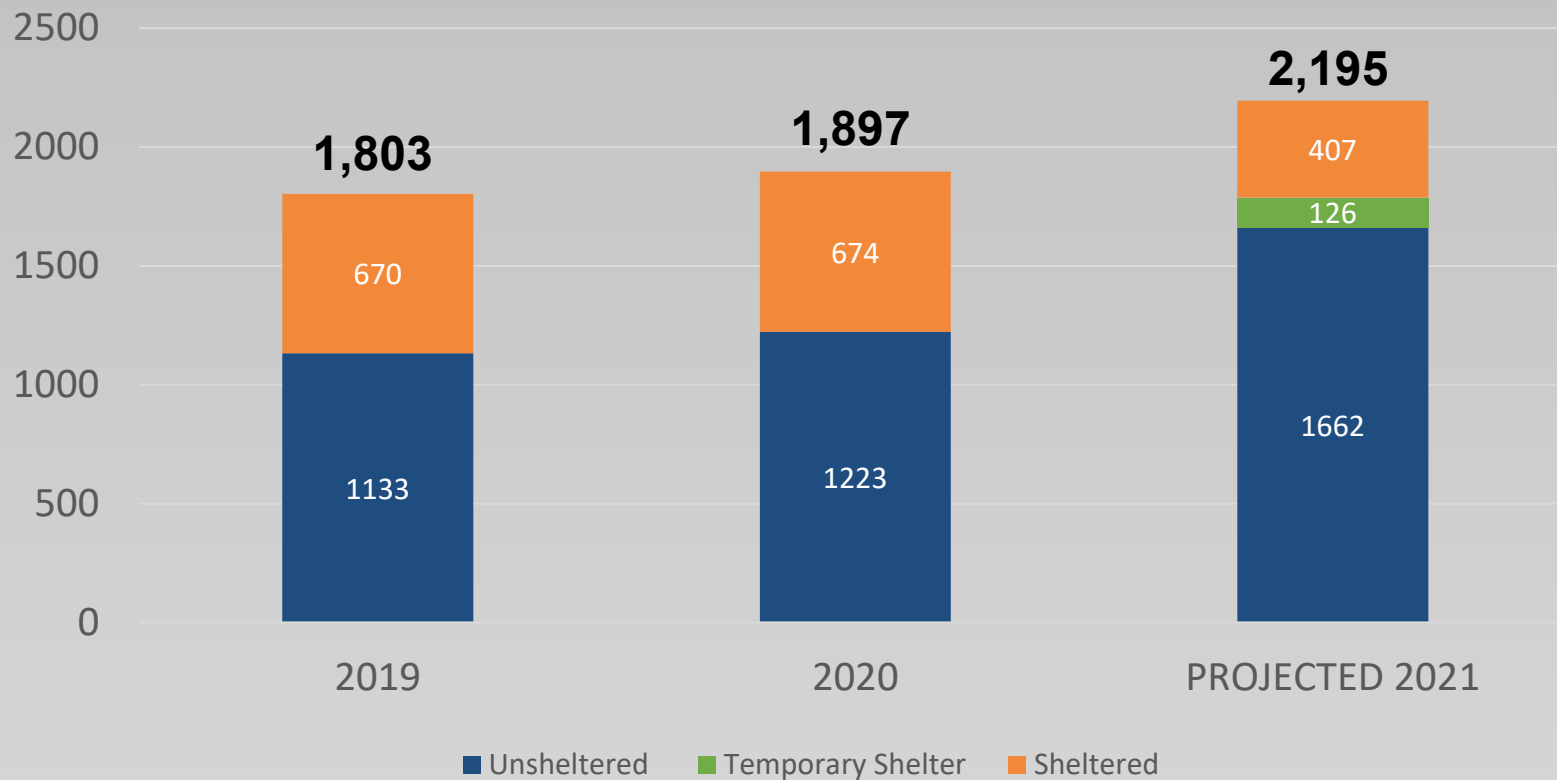
- I. Recommended Actions
- II. Process and Timeline
- III. Guiding Principles
- IV. System-Level Goals
- V. Strategies and Priorities
- VI. Implementation Plan

Current State of Homelessness

- Unsheltered population increasing
- Growing encampment impacts
- More resources, largely one-time



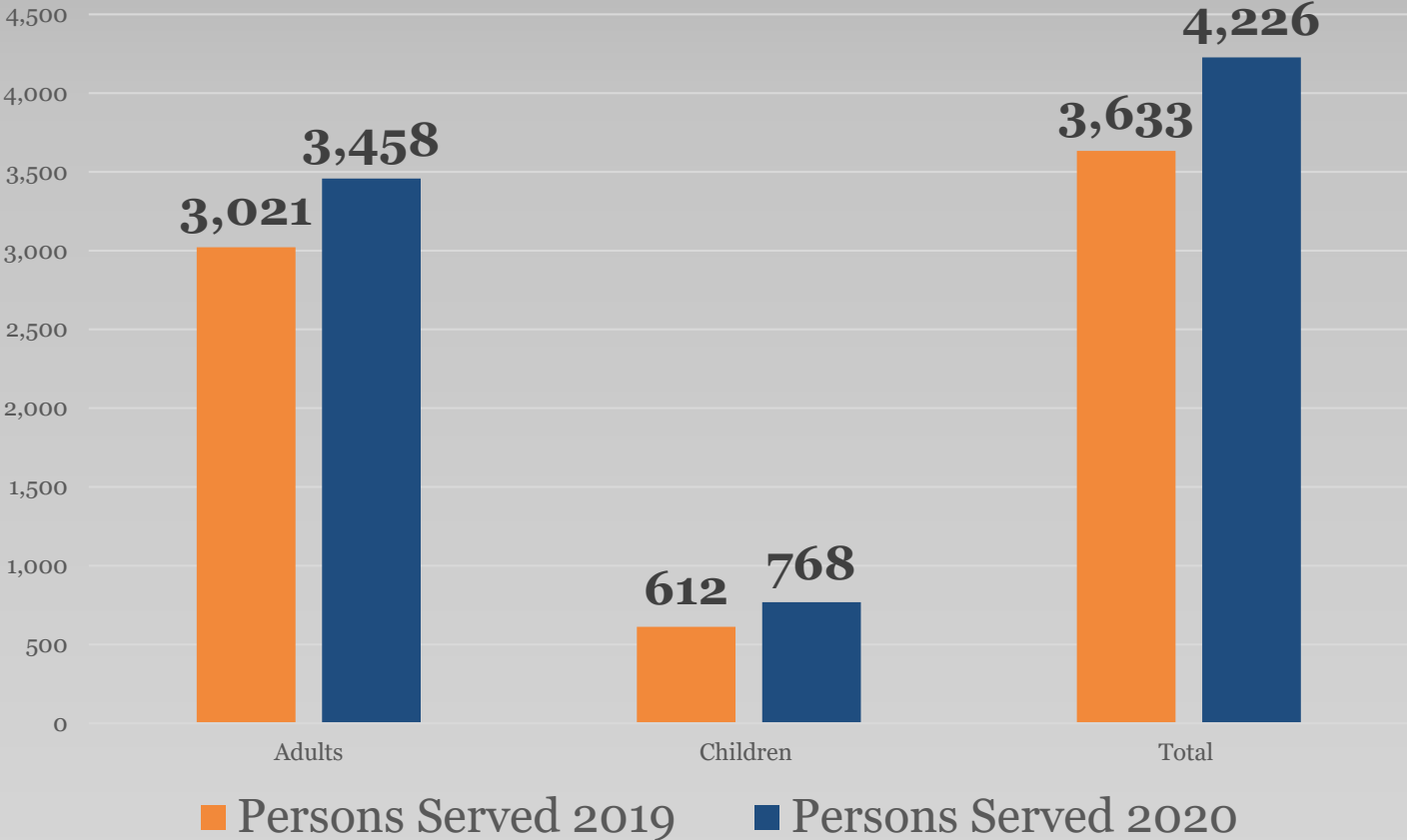
Point in Time Count Trend Analysis



2021 Notes

- Unsheltered persons is a projection based on a data model, **no physical count was completed.**
- Decrease in congregate shelter bed capacity.

Persons Provided Housing and/or Services



Residency History

- Where did you become homeless?
 - **79%** Santa Barbara County

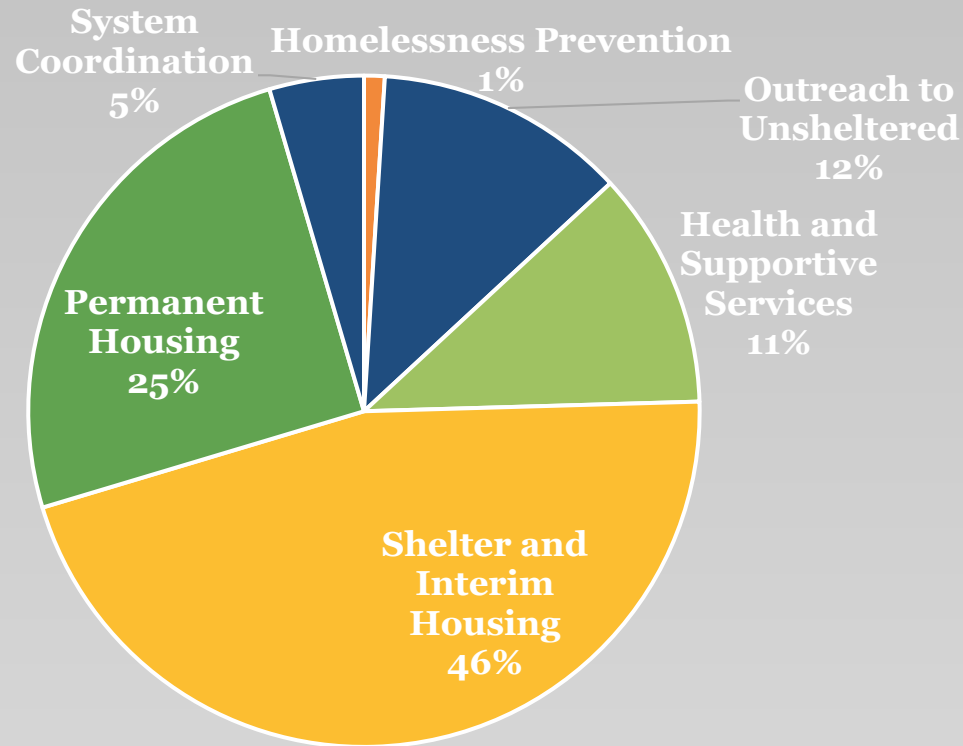
- How long have you lived in Santa Barbara County?
 - **61%** Majority of Life
 - **10%** 5-10 years

Where does the money go?

(Dedicated Funding in 12 month period 2020-21)

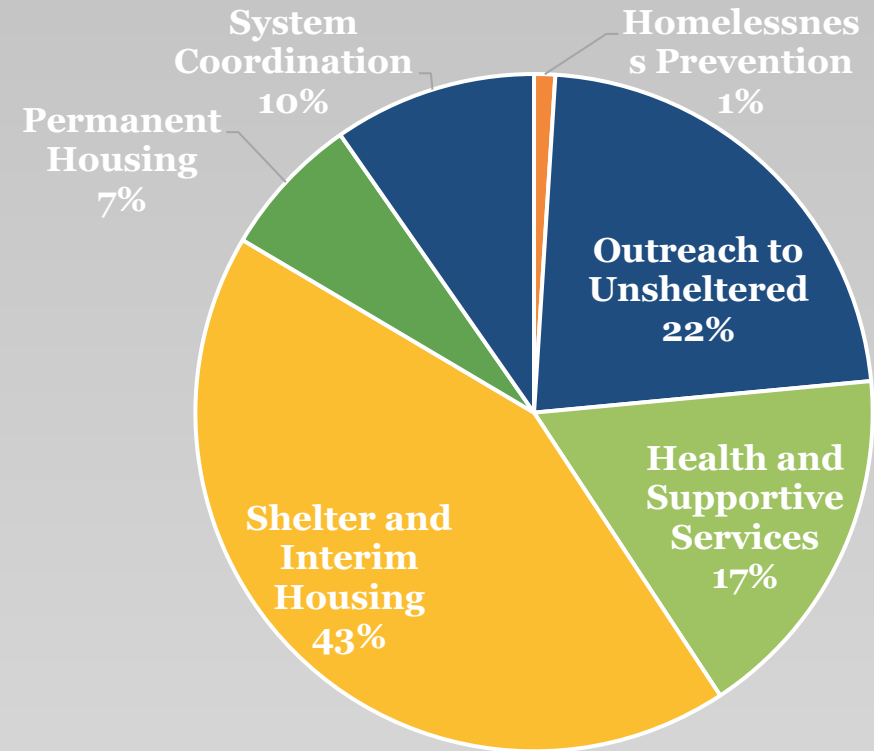
COUNTYWIDE

\$42,299,267



COUNTY OF SANTA BARBARA

\$19,853,480



Initial One-Time Investment Impact

- **585** permanent housing placements
- **55** new permanent housing units at or near completion
- **20,698 bed nights** of temporary emergency shelter provided
- Permanent housing placements have continued at the same rate during emergency.

Are Reliable Resources Coming?

- Governor's proposed budget emphasizes additional Homekey funding, mental health beds and Medi-Cal funded housing/health services
- Assembly Bill-71 proposes on-going revenue source, would raise taxes on large corporations
- Fighting Homelessness Through Services and Housing Act – Federal Legislation proposes \$1 billion annually.

COVID-19 Homelessness Task Force Objectives

1. Prevent and mitigate COVID-19 impacts for persons who remain unsheltered
2. Establish non-congregate sheltering for persons at highest risk of COVID-19 complications.
3. Sustain shelter capacity
4. Enhance homelessness prevention and housing activities.



COVID-19 Impacts and Lessons Learned

- Match shelter expansion with housing resources
- Limited service provider staffing capacity
- Reduced congregate shelter capacity
- Braided funding for placements
- Projects shovel ready

Encampment Response

- Investments in Street Outreach
 - Increase in Effectiveness of Street Outreach
- Sanitation Services
- Cross Department Collaboration
- Isla Vista Project

	2017	2018	2019	2020
Persons who exited Street Outreach to temporary and permanent housing destinations	246	233	263	437
% Successful exits	9%	27%	42%	57%



Photos courtesy of Heal The Ocean

Special Issue: Fire Impacts and Response

Encampments and Roadside Parking – Chief Mark Hartwig

Transient Related Fire Impacts in SBCFD 2020

Total incident responses- 448

Non-fire related- 401

Majority EMS related

Fire related- 47

Wildland- 12

Rubbish- 15

Illegal Campfire- 20

21 encampments inspected

Weekly fire inspections of the Pallet House project and the Peoples Park Safe Sleeping Area.

Public Safety Task Force

Initiated by Santa Barbara County Operational
Area Fire Chiefs

Three Work Groups

- Homeless Encampments
- Dispersed Camping
- Trail Head Parking



Special Issue: Multi-Disciplinary Team Update

Behavioral Wellness and Public Defender

Martin v. Boise

920 F.3d 584 (9th Cir. 2019)

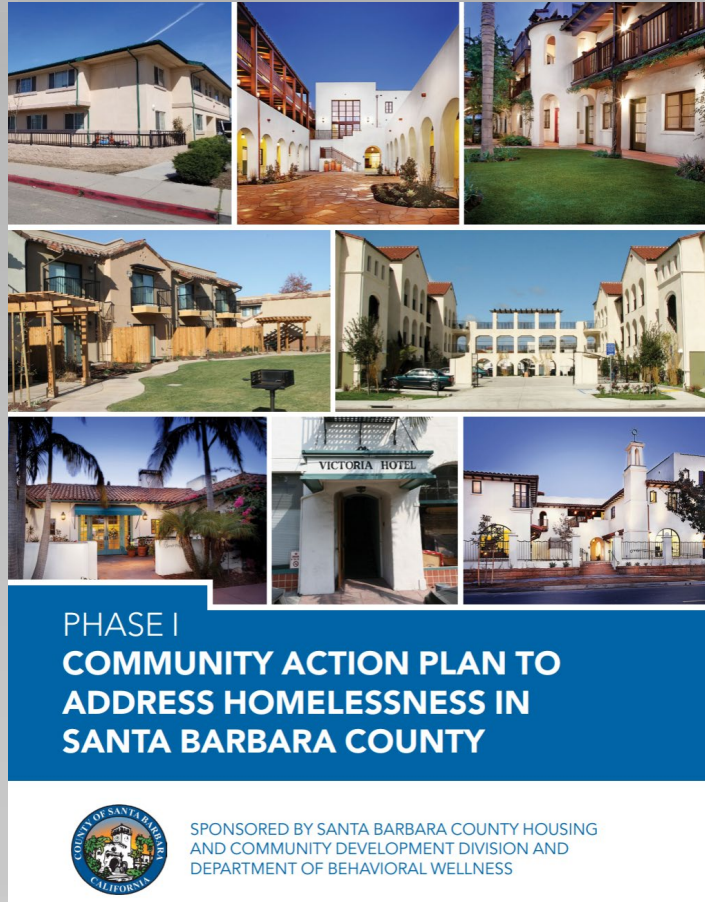
- *Martin v. City of Boise* (9th Cir. 2019): Prohibited “criminal sanctions against homeless individuals for sleeping outdoors, on public property, when no alternative shelter is available to them.”
- *Blake v. City of Grants Pass* (D. Or. July 22, 2020): Warming and sobering centers at issue in that case did not qualify as “alternative shelter.”
- *LA Alliance v. City of Los Angeles* (C.D. Cal. May 22, 2020) (subsequently vacated upon joint stipulation and term sheet): Qualifying “alternative shelter” needs: sufficient social distancing, isolation, and quarantine to address COVID-19; adequate hygiene facilities; and adequate staff for medical and security needs.
- Interim Guidance from the Centers for Disease Control & Prevention on Unsheltered Homelessness and COVID-19: Recommends against clearing encampments when housing is not available to limit disease spread.

Recommended Actions:

That the Board of Supervisors:

- a. Receive a presentation on homelessness in Santa Barbara County, including a report on the Phase II Community Action Plan to Address Homelessness (“Plan”), which identifies key strategies and priority areas to address homelessness and ensures compliance with State of California requirements demonstrating a regional planning process;
- b. Adopt the Phase II Community Action Plan to Address Homelessness;
- c. Provide direction, as appropriate, for the implementation work plan priorities;
- d. Provide other direction, as appropriate; and
- e. Determine the receipt of the documents is 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)(5), finding that the project is an organizational or administrative activity of government that will not result in direct or indirect physical changes to the environment.

Phase I



Five key strategies to address homelessness:

1. Increase access to safe, affordable housing;
2. Use best practices to deliver tailored support services;
3. Build a collective action plan;
4. Strengthen support system to obtain and maintain housing;
5. Build provider capacity to address complex needs.

Phase II Process

- Community outreach and input
- Funding dedicated to homelessness
- Gaps Analysis
- Elected Leaders Forums
- City Workgroups



Guiding Principles

Adopted by Elected Leaders Forum and CoC Board in February 2020

**Respond with
urgency**

**Grounded in
community with
regular and ongoing
communication**

**Promote cross-sector
collaboration and
collective support**

**Incorporate those
with lived experience
at all levels of
planning, policy, and
implementation**

**Embrace best
practices and be
housing focused**

**Use objective data to
drive decision
making**

**Support homeless
services providers
and value
contribution**

**Maintain
transparency and
accountability at all
levels of decision
making**

**Commit to ongoing
performance
management and
process
improvement**

System Level Goals

Prioritize ending/dramatically reducing homelessness for specific populations.

Increase housing inventory (units and beds) dedicated to homelessness.

Create a culture of shelter diversion and prevention across the homeless response system.

Improve overall homeless system performance.

Achieve Continuum of Care strategies and benchmarks approved in 2019.

Prioritize ending/ dramatically reducing homelessness for specific populations.

End homelessness among veterans

End unsheltered homelessness
among youth

Prevent and end homelessness for
families

End homelessness for all other
populations including unsheltered
and chronically homeless persons




Youth Housing

The Santa Maria Valley Homelessness Youth Prevention Collaborative identified the need to provide a safe place to provide space and time for a family to receive services to help the youth return home.



Homeless Emergency Aid Program (HEAP) funding supported renovation and furnishing of a single-family home to serve runaway and homeless youth with emergency shelter service.



Coordinated Entry System assessment and referrals.



Ongoing support and case management from Fighting Back Santa Maria Valley staff and other service providers.

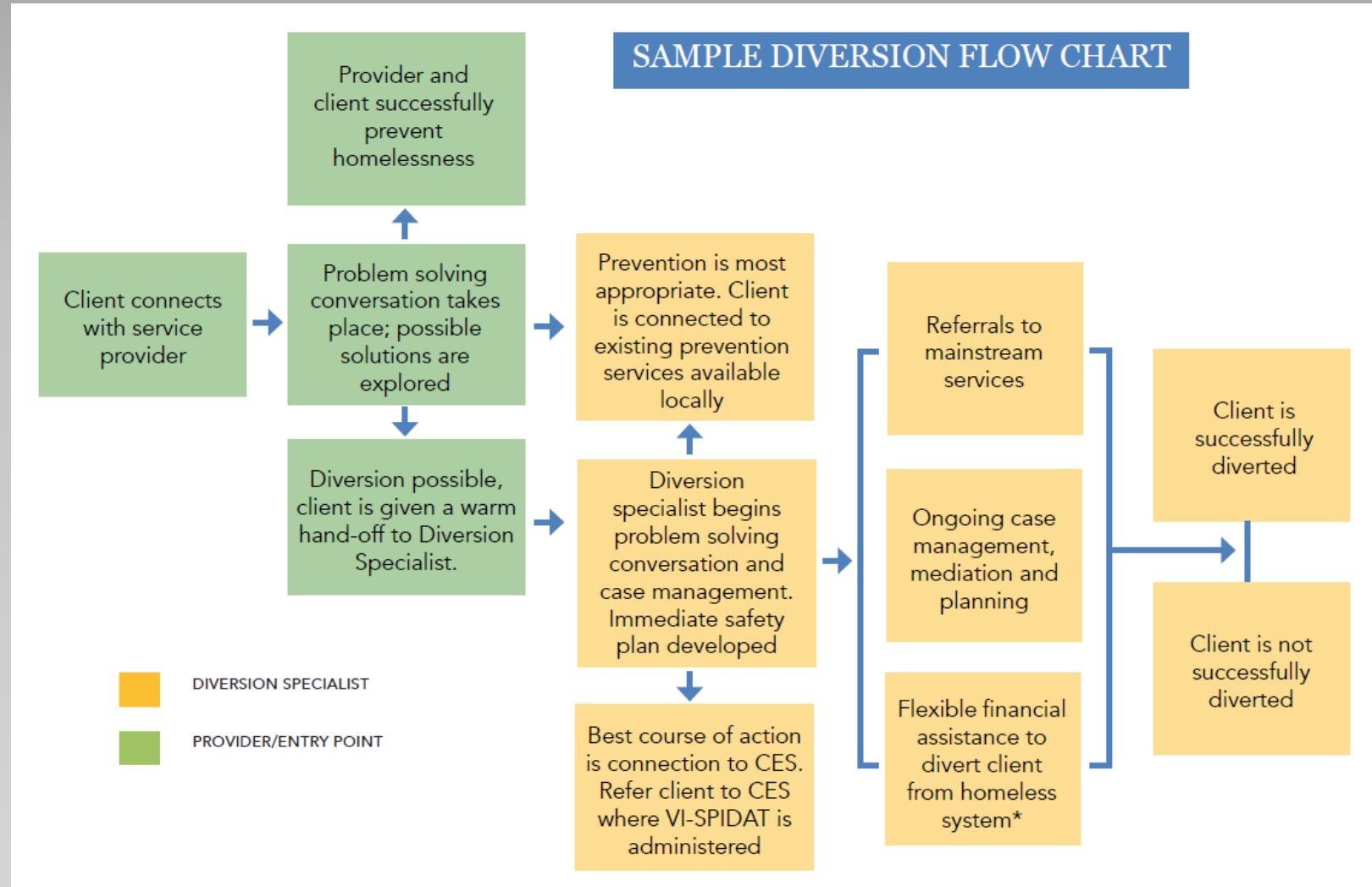


Increase housing inventory (units and beds) dedicated to homelessness.



Create a culture of shelter diversion and prevention across the homeless response system.

Percentage of Persons Entering Emergency Shelter from Housed Settings	14%
Percentage of Persons Entering Emergency Shelter from Institutional Settings	16%
Rental by client, no ongoing housing subsidy	46
In a hotel or motel, not paid by agency or voucher	45
Living with friends	45
Living with family	85

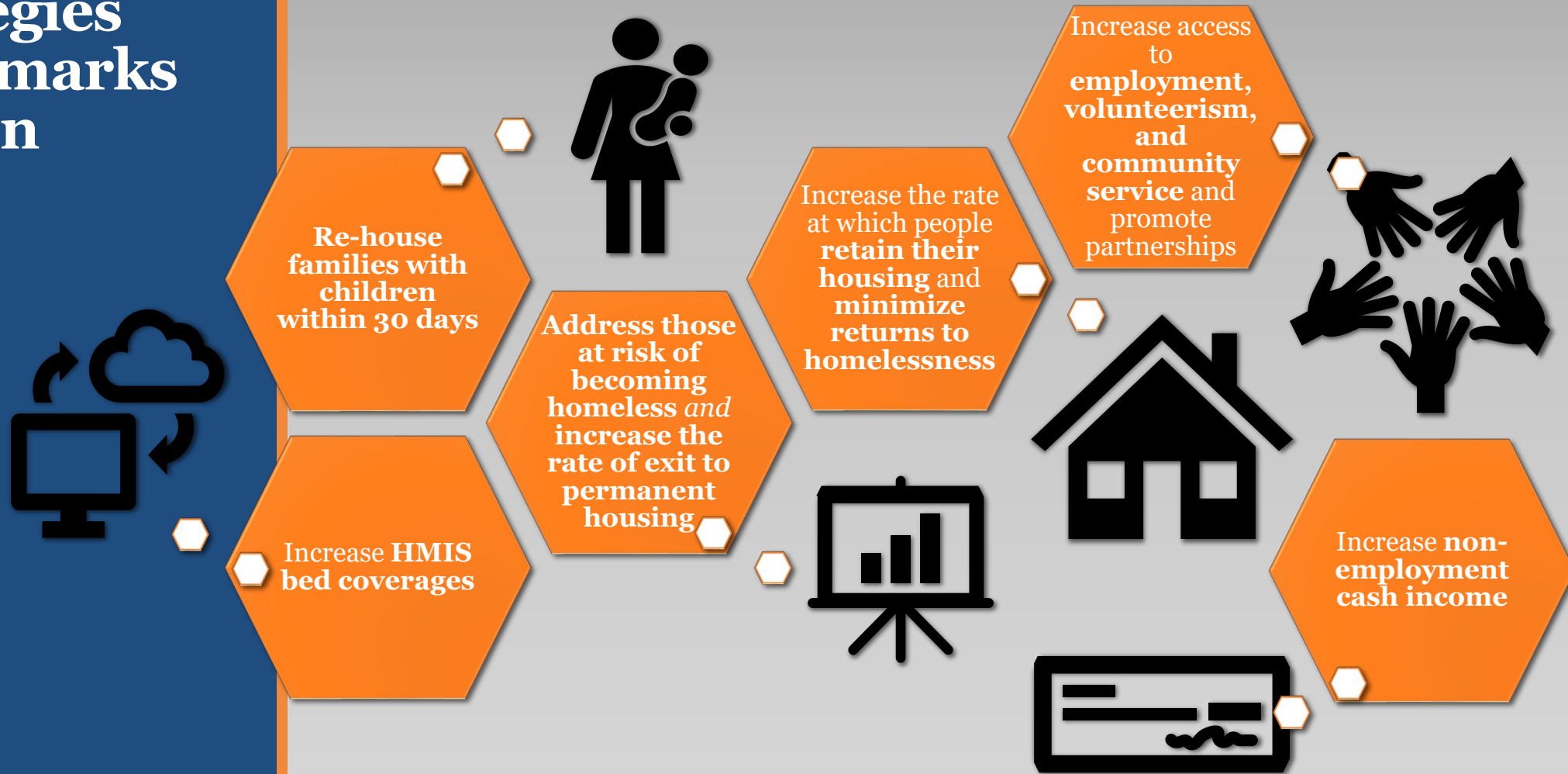


Improve overall homeless system performance.

- Decrease length of time homeless
- Increase successful placements from street outreach, emergency shelter, transitional housing, and RRH; and, increase retention in PSH
- Decrease returns to homelessness



Achieve Continuum of Care strategies and benchmarks approved in 2019.



Strategies and Priority Areas

Strategy 1: Increase Access to Safe, Affordable Housing

Strategy 2: Use Best Practices to Deliver Tailored Supportive Services to Meet Individual Needs

Strategy 3: Build a Collective Action Plan; Improve Data Sharing

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations

PHASE II GOALS: MOVING FROM PLANNING TO BOLD ACTION

Santa Barbara County Community-Wide Vision for Addressing Homelessness

Create a regional unified response and an urgent flexible system of care that is driven by data, guided by best practices and seeks to prevent homelessness when possible or otherwise ensures that homelessness is rare, brief, and non-recurring for anyone in Santa Barbara County. It is through commitment, collaboration, and connection, that we will realize this vision.

Strategy 1: Increase Access to Safe, Affordable Housing

Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing

Priority 2: Increase the Pool of Funding Available to Provide Housing and Services

Priority 3: Expand and Enhance the Shelter System and Implement Best Practices

Priority 4: Develop and Improve Partnerships with Landlords to Secure Housing in the Private Rental Market

Strategy 2: Use Best Practices to Deliver Tailored Supportive Services to Meet Individual Needs

Priority 1: Provide education and ongoing training opportunities to stakeholders on best practices

Priority 2: Expand Supportive Services to Meet Client Needs

Priority 3: Connect Clients to Mainstream Services

Strategy 3: Build a Collective Action Plan; Improve Data Sharing

Priority 1: Craft a Collective Response to Homelessness

Priority 2: Improve Data Collection Countywide and Enhance the Use of HMIS as Person-Centered Tool

Priority 3: Create a data-driven culture and use data to drive decision making

Priority 4: Implement Cross Sector Data Sharing to improve Care Coordination and Outcomes

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing

Priority 1: Ensure a Coordinated Response System to Quickly Access Appropriate Housing and Services

Priority 2: Improve Prevention and Diversion Programs

Priority 3: Reach Out to Those Experiencing Unsheltered Homelessness

Priority 4: Create Meaningful Opportunities for Employment

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations

Priority 1: Provider Training

Priority 2: Address Implementation Challenges

Priority 3: Provider Coordination and Management

Priority 4: System Management and Maintenance

Strategy 1: Increase Access to Safe, Affordable Housing

Key Actions:

1. Increase Inventory of Affordable and Permanent Supportive Housing
2. Increase the Pool of Funding Available to Provide Housing and Services
3. Expand and Enhance the Shelter System and Implement Best Practices
4. Develop and Improve Partnerships with Landlords to Secure Housing in the Private Rental Market



Homekey Conversion

Permanent Supportive Housing: 14 studio apartments (conversion from office building)

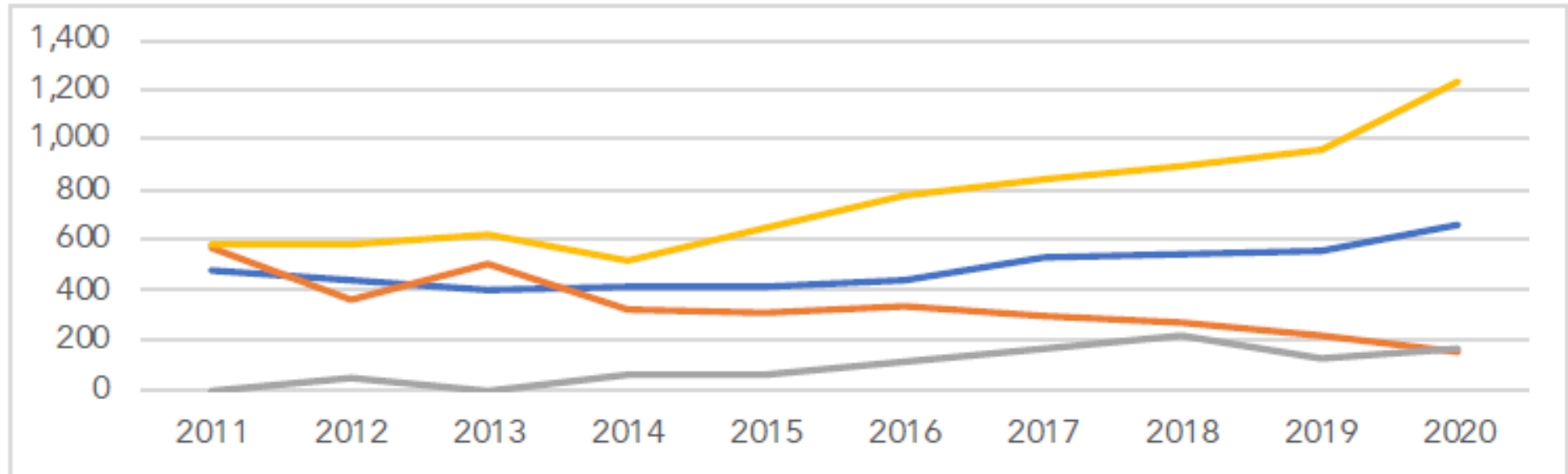


Funding: State Homekey and Permanent Local Housing Application (PLHA)



Referrals and Supportive Services Partner: Santa Barbara County Behavioral Wellness

Figure 12. 10 Year Homeless Housing Inventory Count Trends – Total Beds by Inventory Type



Emergency Shelter	475	432	394	408	408	443	531	542	552	665
Rapid Re-Housing	569	356	504	318	311	328	293	273	217	150
Transitional Housing	0	51	0	59	54	108	166	213	127	162
Permanent Supportive Housing/Other Permanent Housing	587	580	626	510	648	774	840	890	962	1,238

Housing Gaps

Figure 5. Estimated Gaps in Beds/Units by Region

REGION	TEMPORARY BEDS	RAPID RE-HOUSING SLOTS	PERMANENT SUPPORTIVE HOUSING UNITS	LONG TERM SUBSIDY
SOUTH COUNTY Santa Barbara, Goleta, IV, Montecito, Carpinteria, Summerland	369	537	602	270
MID-COUNTY Lompoc, Santa Ynez Valley	61	155	76	69
NORTH COUNTY Santa Maria, Orcutt, Guadalupe	133	361	157	192
TOTAL CURRENT GAP	563	1,053	835	531

Based on 10/1/2018-9/30/19 data year; incorporates PIT, CES and HMIS data to represent gaps in each region. Data available to census tract or zip code based on unsheltered populations.

Strategy 2: Use Best Practices to Deliver Tailored Supportive Services to Meet Individual Needs



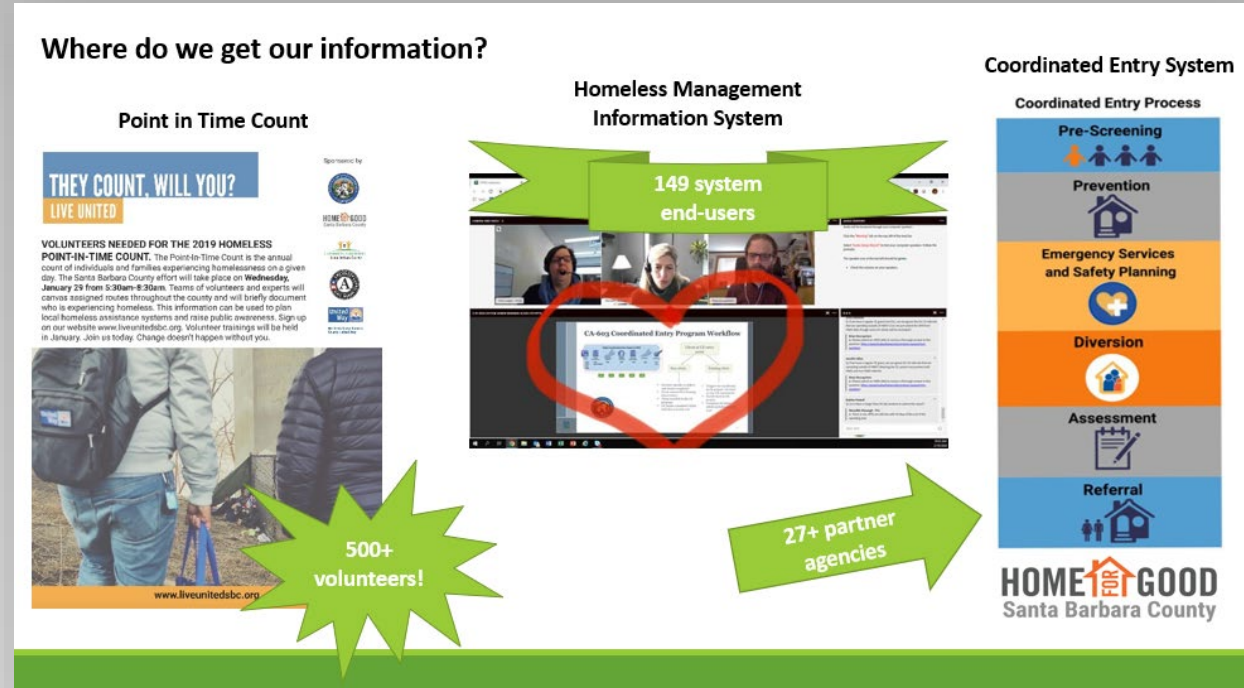
Key Actions:

1. Provide education and ongoing training opportunities to stakeholders on best practices
2. Expand Supportive Services to Meet Client Needs
3. Connect Clients to Mainstream Services

Strategy 3: Build a Collective Action Plan; Improve Data Sharing

Key Actions:

1. Craft a Collective Response to Homelessness
2. Improve Data Collection Countywide and Enhance the Use of HMIS as Person-Centered Tool
3. Create a data-driven culture and use data to drive decision making
4. Implement Cross Sector Data Sharing to improve Care Coordination and Outcomes



Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing

Key Actions:

1. Ensure a Coordinated Response System to Quickly Access Appropriate Housing and Services
2. Improve Prevention and Diversion Programs
3. Reach Out to Those Experiencing Unsheltered Homelessness
4. Create Meaningful Opportunities for Employment



Coordinated Entry System
New Beginnings Counseling Center staff served as a housing navigator and provides ongoing case management

Laptop
Independent Living Resource Center provided a laptop for “K” to research housing opportunities.

Cash
Thanks to HACSB Mainstream Vouchers and TBRA, housing was made affordable.

Book
In 6 weeks time, the client found a lovely apartment with a large bay window, on a quiet street. Now, she can sit at her new desk to paint and study to be a full-time artist.

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations

Key actions:

1. Provider Training
2. Address Implementation Challenges
3. Provider Coordination and Management
4. System Management and Maintenance



Phase II Implementation Work Plan

Structure:

- ✓ Strategy
- ✓ Priority Area
- ✓ Background/description of need
- ✓ Action Steps
- ✓ Who will support/lead
- ✓ Key resources needed
- ✓ Fiscal impact/funding sources
- ✓ Timeline
- ✓ Progress

PHASE II ACTION PLAN: IMPLEMENTATION WORK PLAN

Strategy 3: Build a Collective Action Plan; Improve Data Sharing							
Priority 3: Create a data-driven culture and use data to drive decision making							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Enhance public data dashboards that visualize system and project level performance.	<ul style="list-style-type: none"> The visual snapshot of data needs to be expanded to include performance in the region. CoC Board receives quarterly reports of systemwide performance as part of agency monitoring. 	<ul style="list-style-type: none"> There should be a central, web-based location for the community to view performance data. Review dashboards to ensure racial equity. 	HIAPC (Homelessness Interagency Policy Council: CEO, BeWell, Public Defender, Community Services, Public Health, Social Services, Planning & Development, Sheriff) Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time Technology/software		12 months	
Share performance data with the community	<ul style="list-style-type: none"> HUD is increasingly linking CoC funding to overall system performance. 	<ul style="list-style-type: none"> Performance data should include both system, project, and program performance. Data should be regularly presented at various meetings and should be used as a key item for decision making. Elected officials and others should receive regular performance updates. 	HIAPC (Homelessness Interagency Policy Council: CEO, BeWell, Public Defender, Community Services, Public Health, Social Services, Planning & Development, Sheriff) Santa Maria / Santa Barbara County Continuum of Care (CoC) Communications and public relations professionals	Staff time Technology/software		Ongoing	
Engage local colleges and universities to support homeless system evaluation and research, plan implementation, and communications	<ul style="list-style-type: none"> Colleges and universities can be key partners in the region for conducting objective evaluation activities. Many colleges and universities across California and the nation are partnering with the homeless system in various ways especially around evaluation support and research. Santa Barbara County is home to UCSB, Santa Barbara County City College, and others who could be great partners as well as provide students with meaningful learning opportunities in the community. 		Community colleges (ex: SBCC, AHC) Universities (ex: UCSB)	Staff time	Funding for paid internships	18 months	

PHASE II COMMUNITY ACTION PLAN TO ADDRESS HOMELESSNESS

Next Steps

Implementation Coordination & Leadership

- ❖ Elected Leaders Forum to provide policy direction and monitor progress monthly.
- ❖ Santa Maria/Santa Barbara Continuum of Care continue system improvements and coordination.
- ❖ Homeless Inter Agency Policy Council to address internal County solutions, priorities and actions.
- ❖ Community Services to convene key stakeholders to coordinate and advance action steps.
- ❖ Adoption of plan by City Councils

Key Actions Underway

- ❖ Permanent housing of veterans and youth
- ❖ Fully utilize all one-time funding with maximum impact
- ❖ Opening of South County Navigation Center
- ❖ Address COVID-19 Impacts - Temporary Emergency Shelters
- ❖ Full lease up of new developments with adequate housing retention services
- ❖ Provider capacity-building
- ❖ Expanded use of HMIS



Strategy	Priority Area	Key Action Steps
1 - Increase access to safe, affordable housing	Increase the Pool of Funding Available to Provide Housing and Services	<ul style="list-style-type: none"> • Maintain a comprehensive list of funds dedicated to homelessness • Engage CenCal in the planning and implementation of the State's CalAIM proposal
1 - Increase access to safe, affordable housing	Expand and Enhance the Shelter System and Implement Best Practices	<ul style="list-style-type: none"> • Identify sites for additional shelter programs
2 - Use best practices to deliver tailored support services	Connect Clients to Mainstream Services	<ul style="list-style-type: none"> • Identify access and eligibility barriers to mainstream services, starting with other county services.
3 - Build a collective action plan	Craft a Collective Response to Homelessness	<ul style="list-style-type: none"> • Ensure region-wide adoption and commitment to Phase II Action Plan.
4 - Strengthen support system to obtain and maintain housing	Ensure a Coordinated Response System to Quickly Access Appropriate Housing and Services	<ul style="list-style-type: none"> • Engage key health care stakeholders to participate in Coordinated Entry System case conferencing.
4 - Strengthen support system to obtain and maintain housing	Improve Prevention and Diversion Programs	<ul style="list-style-type: none"> • Increase prevention programs for those at-risk of homelessness. • Increase diversion services across entire system
4 - Strengthen support system to obtain and maintain housing	Reach Out to Those Experiencing Unsheltered Homelessness	<ul style="list-style-type: none"> • Create a coordinated encampment response across public agencies that highlights both policy and procedural steps for successfully resolving encampments • Educate non-traditional public departments on how their staff can coordinate with the homeless system

Key Action Steps for First Six Months

Recommended Actions:

That the Board of Supervisors:

- a. Receive a presentation on homelessness in Santa Barbara County, including a report on the Phase II Community Action Plan to Address Homelessness (“Plan”), which identifies key strategies and priority areas to address homelessness and ensures compliance with State of California requirements demonstrating a regional planning process;
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