COVID-19 Health and Human Services Recovery and Resiliency Strategies

2021-2024

October 5, 2021

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Today's Presentation

- Current conditions

- COVID-19 impacts and challenges

- Discuss overall guiding principles, goals and desired outcomes in COVID-19 community recovery and longer term resiliency

- Review specific COVID-19 recovery focus areas (excluding Public Health)

  - Immediate, current year priority impact strategies

  - Next year/future years strategies

  - All included here are ARPA eligible; other funding also being explored

- Next Steps

COVID-19 Recovery – Current Conditions

Pandemic impacts varied among our community members

- Communities of color disproportionately impacted by virus.
- Lower paying industries, like Tourism, Hospitality and Recreation, where average annual earnings are below $45k, experienced a drop in employment between 15%-40%.
- Women account for 80% of total population who exited workforce primarily for child care.
- Increase in County services: CalFresh 3% increase, Medi-Cal 17% increase, Behavioral Wellness Access line calls overall increase as overdose rate continues to rise.

Federal, state and local assistance has provided some relief

- Business loans and grants: About 8,100 businesses in county received a Paycheck Protection Program (PPP) loan during the first round. These businesses reported employing nearly 90,700 workers, or about 43% of the total workforce in the county.
- Rental assistance
- Business assistance
- CalFresh, Unemployment benefits, and other temporary aid.

Economy is now recovering

- Santa Barbara County's unemployment rate peaked at 14% in April 2020. It is showing improvement at 5.8% in July 2021 although not as low as prior to March 2020.

County Recovery Actions to Date

- Board of Supervisors allocated ARPA funding for recovery:
  - Isla Vista homeless housing
  - Encampment strategy capital and services
  - Behavioral Wellness assessment

- Other recovery efforts (non APRA):
  - Homeless Isla Vista pallet homes and Lompoc Bridge House
  - Project Roomkey
  - Local Business Assistance grants
  - Local COVID-19 rental assistance
  - Ongoing support to those impacted through safety net services

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Public Health Response and Recovery Actions to Date

Robust county wide coordinated response over 18 months –continuing

- Isolation and Quarantine
- Contact Tracing
- COVID-19 Vaccination Efforts
- Field-Testing Sites
- Epidemiology and Surveillance
- Disease Control and Investigation
- Emergency Medical Services/Public Health Preparedness
- Department Operations Center and Ongoing Health Center Operations
- Public Health Workforce and Infrastructure Development
- Health Disparities, Service Barriers, Information gaps
- Public Information, Community Outreach and Engagement

Strategy Development

- Review of national trends

- Review of local data, trends and events occurring in programs

- Convened to discuss direct and secondary impacts and challenges

- Developed focus areas

- Developed primary impact and future strategies

Nationally Identified Impacts & Challenges

Physical

- **Morbibity**
  COVID-19 cases, hospitalizations
- **Mortality**
  COVID-19 deaths
- **Indirect Health Impacts**
  other patients who cannot access needed care

Socio-Economic

- **Loss of Wages & Work**
- **Unemployment**
- **Small Business Strain**
- **Education**
  School closures, School meal barriers
- **Housing**
  Cost burdern, Instability, homelessness
- **Basic Living Needs**
  Food, utilities, transportation, healthcare, medicine

Psycho-Social

- **Social Isolation**
  Decline in family, social, community connections
- **Stress**
- **Behavioral Health**
  Depression, anxiety, trauma
- **Substance Use**
- **Violence**
  Family violence, Community violence

Institution/Structural

- **Health System Burden**
- **Social Safety Net Strain**
- **Racism & Xenophobia**
  Anti-Chinese/Asian Institutional/structural racism Anti-immigration bias
- **Health & Social Inequities**
  High risks/cumulative impacts for low-income, people of color, immigrants, homeless, incarcerated

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The Departments Identified Following Impacts & Challenges

Children
- Loss of social connection in schools
- Childcare options constrained
- Concerns over children's social, educational and mental well-being

Marginalized, Underserved & Under-resourced Communities
- More severely and disproportionally impacted by many aspects of the pandemic in contracting the virus, resulting economic impacts, access to services
- Individuals with limited English proficiency had greater challenges receiving information

Family Violence
- Greater risk of family violence due to isolation in "home"
- Increase in domestic violence incidents
- Social isolation prevented some people from accessing services
- Lack of opportunities for earlier interventions resulting in more severe cases

Women
- Unemployment rate higher for women
- Increased referrals to Women, Infants, and Children (WIC) and maternal child health referrals

Behavioral Health and Social Connections
- Loneliness primary personal stressor
- Anxiety and stress from changing and uncertain circumstances
- Twice as many adults reported feelings of anxiety and nervousness
- Access to substance abuse services increased
- Mental exhaustion widely reported
- Increase rates of death by suicide
- Loss of sense of community and connectedness

Homelessness
- Increased encampments
- Higher level of acuity and service needs
- Demand on services increased

Digital Inclusion
- Lack of resources, internet, skills and devices
- Lower level of access to technology for those in safety net populations
- Disproportionately impacted adult learners and those who depend on public facilities to access the internet and online information about services

Elderly
- People over 65 or have a chronic medical condition increases risk of serious illness from COVID-19
- Increased social isolation and lack of connectedness

Financial Impacts
- Financial stress
- Increased food insecurity
- Housing insecurity

Young People
- Reduced social, educational and economic opportunities
- School closures
- Impacts to mental and physical health

Health
- Face-to-face treatment services halted or closed
- Dramatic increase in tele-health
- Those with pre-existing health conditions and specific comorbidities disproportionally impacted

Employment
- Lack of available workforce for business
- Business closures
- Unemployment and underemployment
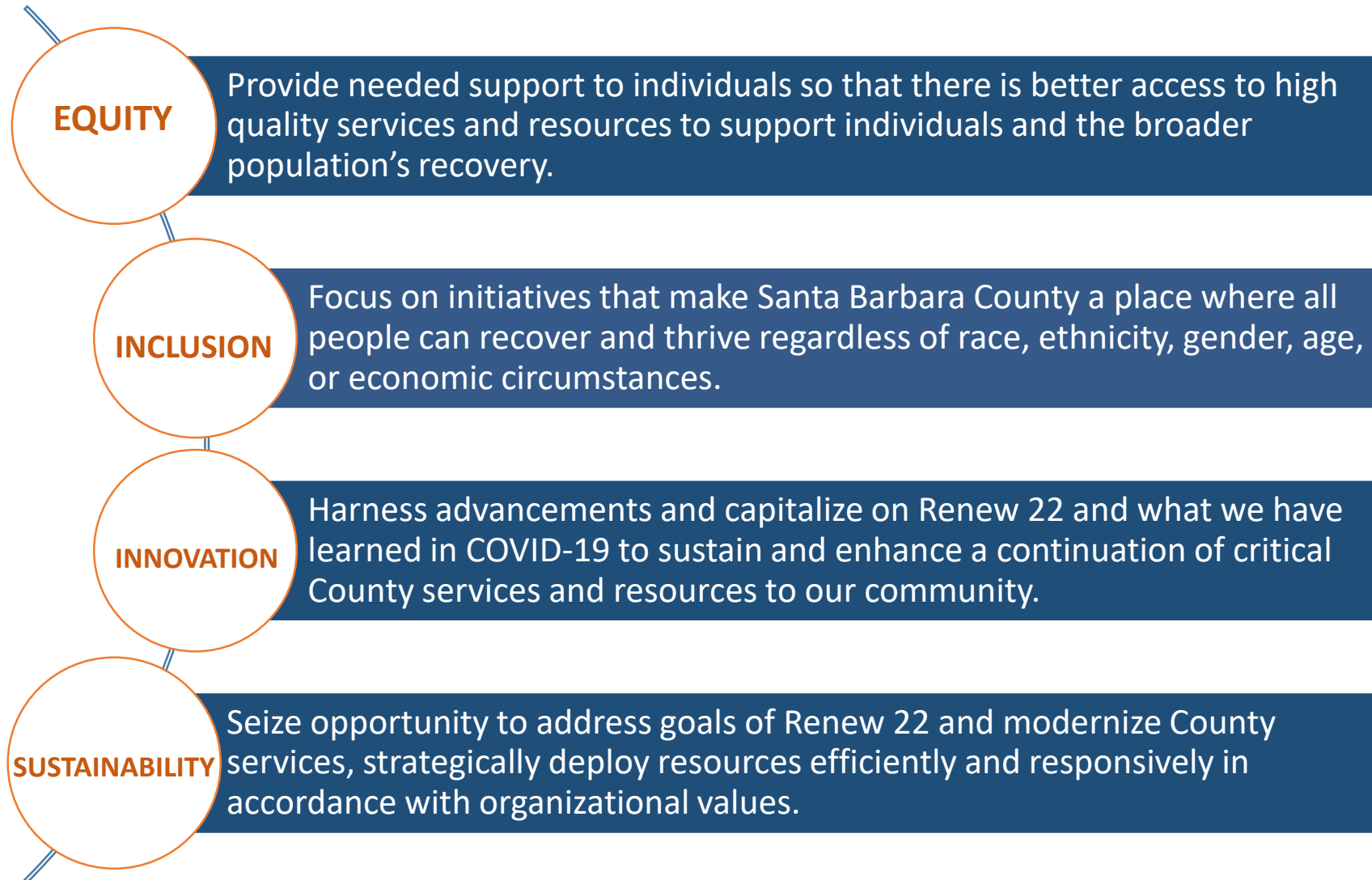
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Desired Outcomes

- **Address the most significant primary and secondary impacts of COVID-19.**

- **Integrate Whole Community practices to identify capacities and gaps in achieving equitable recovery and resiliency.**

- **Build recovery team to drive recovery strategies and monitor trends.**

- **Innovative, rapid, and inclusive recovery activities.**
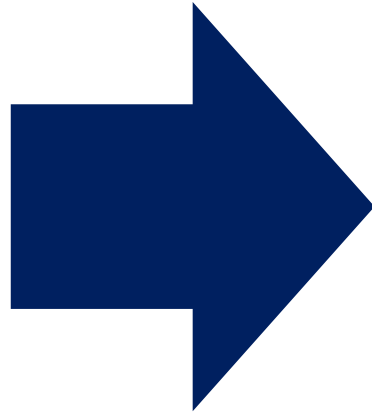
Improved equity, inclusion, livability, wellness, and economic vitality, with measurable outcomes:

- Key health and human services needs of historically underserved, under-resourced and marginalized individuals and groups are viewed through equity lens and met through thoughtful engagement.

- Best practices from response efforts are incorporated into organization processes.

- Ensuring an enhanced state of preparedness.

- Coordinated, integrated and accessible data is developed and used in recovery decision making.

- County Departments share resources, talents, skills and abilities.

- Funding is leveraged, diversified, and maximized to address recovery efforts and longer term resiliency.

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Guiding Principles

EQUITY
Provide needed support to individuals so that there is better access to high quality services and resources to support individuals and the broader population's recovery.

INCLUSION
Focus on initiatives that make Santa Barbara County a place where all people can recover and thrive regardless of race, ethnicity, gender, age, or economic circumstances.

INNOVATION
Harness advancements and capitalize on Renew 22 and what we have learned in COVID-19 to sustain and enhance a continuation of critical County services and resources to our community.

SUSTAINABILITY
Seize opportunity to address goals of Renew 22 and modernize County services, strategically deploy resources efficiently and responsively in accordance with organizational values.

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From Response to Recovery to Resiliency

Phase 1: Protect Health and Safety

Phase 2: Establish Foundation for Recovery

Phase 3: Recover in Resilient State

| Countywide response to pandemic |
| Disease control and containment |
| Isolation and quarantine |
| Social measures |
| Sheltering in place |
| Protecting vulnerable |
| Emergency public information |

| Vaccinations |
| Rental assistance and eviction protections |
| Local, state, federal assistance programs |
| Outdoor dining |
| Online services |
| Beyond the Blueprint |

HHS Recovery and Resiliency Strategies

Key strategies to improved equity, inclusion, livability, wellness, and economic vitality

EQUITY   **INCLUSION**   **INNOVATION**   **SUSTAINABILITY**

Recovery Focus Areas

Behavioral Health

COVID-19 impacts:
- Social isolation
- Increase reports of depression, anxiety, trauma
- Increase demand for substance abuse services
- Suicide deaths increasing

COVID-19 Recovery Strategies

1. Assess community need, then establish appropriate service strategies. – Underway
2. Establish board and care beds for underserved medically fragile seniors.

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3. Work with schools (County Office of Education) to establish navigators/promotores to connect students to mental health services.
4. Develop rapid assessment, and Screening and Brief Intervention Tool (SBIRT).

Resources to be explored: MHSA, state grants, CalAIM and County General Fund. Other needs and costs may be identified as a result of the survey.

Lead: Director of Behavioral Wellness

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Summary of Focus Area Strategies & Needs

Strategy	Year 1	Years 2-3	Comments
Behavioral Health			
1. Countywide assessment and services	$0 already funded	$0 already funded	Other services may be identified as a result of the survey. $1.5 M over three years already funded by BOS June 1, 2021.
2. Board and Care for medically fragile seniors	$700,000	$1,490,000	Other grant sources being explored for year one rehabilitation capital; year 2-3 ongoing funding secured for services.
3. School connections to services: Expand collaborative grant with Office of Education	$0	$900,000	Existing grant available, would need additional $900,000 to expand.
4. SBIRT rapid assessments	$0	$100,000	Other sources being explored.
TOTAL	$700,000	$2,490,000	

Community Health & Wellbeing

COVID-19 Recovery Strategies

COVID impacts:

- Social Safety Net strain and coordination
- Food security issues
- Increase Cal Fresh caseload
- Increased Medi-Cal caseload
- Health and Social inequities
- Child care resources limited

1. Assess food security needs with emphasis on senior nutrition.
2. Conduct readiness for Cal-AIM program (System and IT plan).
3. Establish a position to coordinate HHS equity and inclusion hub among departments.
4. Expand outreach to underserved communities through promotores and other programs.
5. Survey families to assess childcare status to determine needs.

Resources to be explored: Philanthropic funding, ARPA, state and federal sources, partnerships and County Budget consideration

Lead: Director of Social Services

Summary of Focus Area Strategies & Needs

Strategy	Year 1	Year 2-3	Comments
Community Health and Wellbeing			
1. Assessment of senior nutrition and recommendations	$150,000	$450,000	Year 1 for assessment; years 2-3 for assessment recommendations; could require ongoing funding.
2. Cal-Aim program and information technology (IT) readiness plan	$400,000	$800,000	Year 1 System design and IT plan; years 2-3 for staffing, exploring alternate funding sources.
3. Health and Human Services equity and inclusion coordination position	$100,000	$400,000	Year 1 request to create and hire staff; years 2-3 for staffing. Possible ongoing funding need.
4. Outreach services to underserved communities	$50,000	$200,000	Possible ongoing funding need.
5. Childcare survey of families in community	$100,000	$0	Other services may be identified as a result of the survey after Year 1.
TOTAL	$800,000	$1,850,000	

Economic Revitalization & Employment

COVID impacts:
- Negative impact on low wage occupation in hospitality and tourism
- Unemployment and under-employment
- Business closure
- Business strain

COVID-19 Recovery Strategies

1. Develop Comprehensive Economic Development Strategy (CEDS) with San Luis Obispo to leverage federal funding, working with REACH.

2. Develop strategy for use of anticipated federal and state funding for workforce development.
3. Provide technical assistance to local community-based organizations in grant development, system building, and connecting workers to services.

Resources to be explored: federal, state and regional Workforce Investment Board grants, and partnership co-funding.

Lead: Assistant CEO & Director of Social Services

Summary of Focus Area Strategies & Needs

Strategy	Year 1	Year 2-3	Comments
Economic Revitalization and Employment			
1. Comprehensive Economic Development Strategy	$150,000	$0	Total cost is $450,000; other funding from partner agencies.
2. Strategy for anticipated state/federal funding for workforce	$0	$60,000	Total cost is $60,000 for planning. Other sources may be available.
3. Technical assistance	$0	$1,100,000	Other sources may be available.
TOTAL	$150,000	$1,160,000	

Organization & Technology
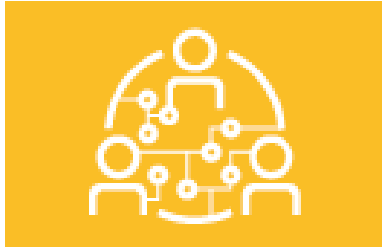
COVID impacts:
- Service and info dependence on Wi-Fi access
- Identified lack of access, skill and equip among seniors and underserved
- American Community Survey - 25% or more no internet

COVID-19 Recovery Strategies

1. Conduct digital equity and literacy needs assessment and develop strategies to address.
2. Develop long term strategic plan for broadband deployment working with partner agencies.
3. Identify key data metrics and data integration needs across HHS departments.

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4. Maximize technology, extend Wi-Fi and establish key hubs in the community or county facilities in under-served and under-resourced areas with community partners.

Resources to be explored: Partnerships with REACH, Cox, federal broadband allocations, which are part of the state and federal funding packages. Other sources for consideration are philanthropy and community partnerships, State grants, ARPA, and County Budget consideration.

Lead: Director of Child Support Services

Summary of Focus Area Strategies & Needs

Strategy	Year 1	Year 2-3	Comments
Organization and Technology			
1. Digital equity and literary assessment	$100,000	$300,000	Year 1- assessment; year 2-3 strategies to be determined pending results utilizing one-time equipment and training funds.
2. Long term strategic plan for broadband deployment with partner agencies	$200,000	$0	Broadband proposal at BOS 9/21/21; other sources being explored for deployment.
3. Dashboard of Health and Human Services key data metrics	$110,000	$200,000	Year 1 to establish dashboard key metrics; Years 2-3 to operationalize and create reporting.
4. Maximize technology to extend Wi-Fi and establish hubs for under-served and under-resourced areas	$0	To be Determined	Pending outcome of broadband study; other sources being explored.
TOTAL	$410,000	$500,000	

Homelessness

COVID Recovery Strategies

COVID impacts:
- Housing stress
- Exacerbation of homeless encampments; over 100 recorded.
- 34% increase in unsheltered homelessness during pandemic. (HMIS data)

1. Create 215 new permanent supportive housing options.
2. Create an encampment strategy and implement.
3. Increase temporary sheltering capacity by 100 beds.
4. Expand continuum of housing options consistent with Phase II Community Action Strategy.
5. Ensure housing supports working with tenants, property owners, and lenders to prevent evictions and foreclosures.
6. Maximize utilization of multi-disciplinary team (MDT) to provide complex-capable interdepartmental outreach services for housing engagement.
7. Expand outreach and engagement caseworkers.

Resources to be explored: State and federal housing grants. However, some of these funds have been earmarked or will be used for prior Board-approved homeless projects or programs.

Lead: Director of Community Services

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Summary of Focus Area Strategies & Needs

| Strategy	Year 1	Year 2-3	Comments
Housing and Homelessness			
1. Create 215 permanent supportive housing options with vouchers and services	$0	$2,667,238	Year 1: $1.3M State grant funded; Years 2-3: $2.6M potential grant funding. Other sources being explored.
2. Implement encampment strategy with mapping software, coordinator, sanitation and storage services.	$0	$1,290,000	BOS 8/31/21 funded first year of $645,000; Years 2-3 to continue strategy. Possible ongoing source needed.
3. Increase temporary sheltering capacity with 100 beds.	$1,200,000	$4,935,160	See additional table on next slide.
4. Expand housing options consistent with Phase II Community Action Plan for capital and services.	$3,000,000	$1,000,000	State Homekey competitive grant matching capital; Years 2-3 service funds. Possible ongoing source needed.
5. Housing supports working with tenants, property owners, and lenders to prevent evictions and foreclosures.	$0	$900,000	Other sources being explored.
6. Complex-capable engagement with Multi-Disciplinary team	$0	$5,006,896	Year 1: $1.2M State grant funded; Years 2-3: other sources being explored. Possible ongoing source need.
7. Outreach caseworkers	$0	$1,750,000	Year 1: $437,500 ARPA funded by BOS 8/31/21; Years 2-3: $1.75M. Possible ongoing source need.
TOTAL	$4,200,000	$17,549,294	

Funding Needs - Breakdown of 100 New Shelter Beds

Project Description	One-Time Acquisition	Year 1 Services	Years 2-3 Services	Total
Shelter in Isla Vista	ARPA Funded	Funded with One-time State Grant	$ 2,458,400	$ 2,458,400
Pallet Shelters in Lompoc	$ 1,200,000	Funded with One-time State Grant	$ 438,000	$ 1,638,000
Proposed Dignity Moves Project in Santa Barbara	ARPA Funded	Funded with One-time State Grant	$ 2,038,760	$ 2,038,760
TOTAL	$ 1,200,000	$ 0	$ 4,935,160	$ 6,135,160

Disaster Resiliency

COVID Recovery Strategies
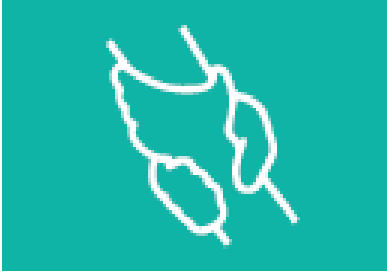
COVID impacts:

- 8 emergency proclamations and 20 EOC activations; 347 days activated
- Unprecedented call volume to County Call center: 38,126 total calls
- 35,440 2-1-1 Helpline COVID calls for assistance

1. Implement incident management software.
2. Establish emergency public information outreach and engagement coordinator position.
   - 2a: Development of a bilingual Train-the-Trainer Community Education Program
3. Enhance public-private partnerships to coordinate countywide disaster response and recovery.
4. Create an emergency preparedness and response program for preschool providers to support first responder and essential worker childcare.
5. Develop systems to track and support COVID-19 Recovery Plan and support 2-1-1 implementation of Disaster Recovery Information Exchange for disaster case management.
6. Update the Santa Barbara County Operational Area Agreement to support multi-agency response and recovery.

Resources to explore: Philanthropy and community partnerships, state grants, ARPA, and County budget consideration.

Lead: Director of The Office of Emergency Management

Summary of Focus Area Strategies & Needs

Strategy	Year 1	Years 2-3	Comments
Disaster Resiliency			
1. Purchase of Incident Management software	$450,000	$0	One time request.
2. Establish Emergency Public Information Outreach and Engagement coordinator	$100,000	$400,000	Year 1: Hire staff; Years 2-3: ongoing staffing cost. Possible ongoing funding need.
2a. Bilingual Train-the-Trainer Community Education Program	$80,000	$70,000	Year 1: $80,000 one time request; Years 2-3: possible ongoing funding need.
3. Enhance public-private partnerships to coordinate countywide disaster response and recovery resources	$0	$0	
4. Emergency preparedness and response program for preschool providers to support first responder and essential worker childcare	$35,000	$70,000	
5. Develop systems to track COVID-19 recovery plan and support 2-1-1 Disaster Recovery Information Exchange software	$0	$420,000	
6. Update Santa Barbara County Operational Area Agreement	$0	$70,000	
TOTAL	$665,000	$1,030,000	

Summary of Focus Area Strategies & Needs

Strategy	Year 1	Years 2-3
Behavioral Health	$700,000	$2,490,000
Community Health and Wellbeing	$800,000	$1,850,000
Economic Revitalization and Employment	$150,000	$1,160,000
Organization and Technology	$410,000	$500,000
Housing and Homelessness	$4,200,000	$17,549,294
Disaster Resiliency	$665,000	$1,030,000
TOTAL	$6,925,000	$24,579,294

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Recommended Actions

That the Board of Supervisors:

a) Receive and file a report on the COVID-19 Health and Human Services Recovery and Resiliency Strategies;

b) Provide direction as appropriate regarding Health and Human Services Disaster Recovery and Resiliency Strategies and related funding considerations, and

c) Determine that the above actions are not a project under the California Environmental Quality Act (CEQA), because pursuant to sections 15378(b)(4) and 15378(b)(5) the recommended actions consist of organizational, administrative, or fiscal activities of government that will not result in direct or indirect physical damages in the environment.