



**County of Santa Barbara
Health and Human Services
Recovery and Resiliency
Strategies**



National Impacts of COVID-19 Identified Across Domains



Physical

- **Morbidity**
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
- **Housing**
Cost burden, 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,















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

Santa Barbara County Health and Human Services COVID-19 Impacts and Challenges Scan

The departments identified the following impacts and challenges

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

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Digital Inclusion
 - Lack of resources and internet skills and devices to access digital solutions to connect to services
 - 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
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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 disproportionately impacted
- 
Employment
 - Lack of available workforce for business
 - Business closures
 - Unemployment and underemployment

Recovery Focus Areas

The six COVID-19 Recovery Focus Areas were identified to ensure that current and future services will not only support all individuals through the current crisis, but will lift the marginalized and underserved above the pre-COVID-19 experience, ensuring:

- 1) All are prepared to quickly overcome challenges if other events were to occur; and
- 2) All can enjoy equitable access to services, build opportunities and thrive in our county.

Addressing Recovery Focus Areas requires collaborative, cross-departmental initiatives, braided funding, and community engagement strategies. Rather than developing department specific initiatives, these focus areas and strategies ultimately integrate programs across departments with a Department Head designated as lead to ensure completion. The Health and Human Services Department Head Team, along with the Office of Emergency Management, selected the six COVID-19 Recovery Focus Areas to address COVID 19 impacts identified and achieve desired outcomes.

Recovery Focus Areas

1. Behavioral Health
2. Community Health and Wellbeing
3. Economic Revitalization and Employment
4. Organization and Technology
5. Housing and Homelessness
6. Disaster Resiliency

Recovery Focus Areas Strategies



Behavioral Health – Lead: Director of Behavioral Wellness

Guide anyone who needs mental health support and substance use treatment to know where to find assistance and how to access support. Focus on recognizing the signs of emotional distress, mental illness and risk of self-harm. Attention should be placed on the vulnerability of recently unemployed people, young people, those in financial stress, the elderly and populations historically underserved and marginalized.

Strategies and Funding Needs

Primary Year 1 Impact Strategies

1. Assess community need, then establish appropriate service strategies. (Year 1: \$500,000; Year 2 and 3: \$1M, ARPA Funded 6/1/21 Board of Supervisors (BOS) – no ongoing need, targeted interventions)
2. Establish board and care beds at Casa Omega for underserved medically fragile seniors. (Year 1: \$700,000 one-time ARPA Request pending state grant funding; Year 2 and 3: \$1.5M - ongoing funding secured)

Future Year Strategies

3. Work with Schools (County Office of Education) to expand existing grants and establish navigators/promotores to connect students to mental health services. (Year 2 and 3: \$900,000 to provide for clinical support for expanded grants)
4. Develop rapid assessment and Screening and Brief Intervention Tool (SBIRT) and targeted service plan. (Year 2: \$100,000 one-time funding)

Future Year Funding Options

Mental Health Services Act (MHSA), State Grants, American Rescue Plan Act (ARPA), State CalAIM, and County Budget consideration.

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Behavioral Health	\$ 4,690,000	\$ 1,500,000	\$ 3,190,000	\$ 700,000	\$ 2,490,000



Community Health and Wellbeing – Lead: Director of Social Services

Ensure underserved and marginalized in communities have access to County Health and Human services. The scale of social and economic challenges as a consequence of pandemic resulted in an increased demand for services. Immediate access to essential services is needed to address racial and ethnic disparities in communities, meet the service needs of vulnerable people and communities whose access to food, health care, childcare, social services, housing supports and other safety net services are significantly impacted by the pandemic.

Strategies and Funding Needs

Primary Year 1 Impact Strategies

1. Assess food security needs with emphasis on senior nutrition. (Year 1: \$150,000 one-time ARPA Request; Years 2 and 3: \$450,000. Could require ongoing funding pending assessment.)
2. Conduct readiness for CalAIM program and Information Technology (IT) needs to ensure an integrated system of service delivery, whole person care approaches, data reporting and infrastructure to address unmet needs and improve the quality of outcomes to populations. (Year 1: \$400,000 one-time ARPA Request; Years 2 and 3: \$800,000*ongoing services Medi-Cal funded)
3. Establish a position to coordinate HHS equity and inclusion hub among departments. (Year 1: \$100,000; Year 2 and 3 \$400,000 *ongoing funding need)
 - a. Expand outreach to underserved communities through promotores and other programs. (Year 1: \$50,000; Year 2 and 3: \$200,000 *ongoing funding need)
4. Survey families to assess childcare status to determine needs. (Year 1: \$100,000 one-time ARPA Request; Year 2 and 3: Strategies TBD)

Future Year Strategies based on outcomes of assessments

Future Year Funding Options

Philanthropic funding, ARPA, state and federal sources, and County Budget consideration.

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Community Health and Wellbeing	\$ 2,650,000	\$ 0	\$ 2,650,000	\$ 800,000	\$ 1,850,000



Economic Revitalization and Employment – Leads: Assistant CEO & Director of Social Services

Explore innovative economic opportunities and regional partnership to advance economic vitality. Anticipate trends and future needs, and facilitate creation of new jobs. Provide additional training to ensure people possess the right skill sets to reenter the evolving workforce. Return those who have lost jobs for COVID-19 related reasons back into work. Provide support to help jobless become employed and protect jobs moving forward.

Strategies and Funding Needs

Primary Year 1 Impact Strategy

1. Develop Comprehensive Economic Development Strategy (CEDS) with San Luis Obispo to leverage federal funding, working with REACH. (Year 1: \$150,000 one-time ARPA request)

Future Year Strategies

2. Develop strategy for use of anticipated federal and state funding for workforce development. (Year 2: \$60,000, federal and state funding available)
3. Provide technical assistance to local CBOs in grant development, system building, and connecting workers to services. (Year 2: \$1.1 M, state and federal funding available)

Future Year Funding Options

State Economic Development and Workforce Investment Board (WIB) Grant funding, Regional WIB Grants, Federal Workforce Grant Funding, Partnership Co-Funding, ARPA, federal and state funding packages, and County Budget consideration.

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Economic Revitalization and Employment	\$ 1,310,000	\$ 0	\$ 1,310,000	\$ 150,000	\$ 1,160,000



Organization and Technology - Lead: Director of Child Support Services

Ensure equitable access to technology and enhance digital literacy and inclusion to maximize utilization of County services and programs as well as access to information. Facilitate social inclusion of underrepresented segments of the population by advancing the use of technology and digital access across all communities.

Strategies and Funding Needs

Primary Year 1 Impact Strategies

1. Conduct digital equity and literacy needs assessment and develop strategies to address. (Year 1: \$100,000 one-time ARPA Request; Year 2 and 3: \$300,000 pending assessment results, one-time funding equipment and training)
2. Develop long term strategic plan for broadband deployment working with partner agencies. (Year 1: \$200,000 one-time ARPA Request) -See Broadband Board of Supervisors Proposal 9/21/21)
3. Identify key data metrics and data integration needs across HHS departments and expand data dashboard. (Year 1: \$110,000 one-time ARPA Request; Year 2 and 3: \$200,000)

Future Year Strategies

4. Maximize technology, extend Wi-Fi and establish to key hubs in the community or county facilities in under-served and under-resourced areas with community partners. (Cost: to be determined)

Future Year Funding Options

Philanthropy and community partnerships, State grants, ARPA, and County Budget consideration. Partnership to be pursued with REACH, Cox and broadband allocations, which are part of the state and federal funding packages.

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Organization and Technology	\$ 910,000	\$ 0	\$ 910,000	\$ 410,000	\$ 500,000



Housing and Homeless- Lead: Director of Community Services Department

Establish interim and long-term solutions for housing relief and sustainability. Address keeping people housed, emergency housing, farmworker housing, and strategies to address encampments ensuring health and safety. Expand housing retention opportunities to include working with tenants, property owners and lenders to prevent evictions and foreclosures through mortgage and rental assistance and innovative programs. Evaluate workforce-housing opportunities for further diversity housing options.

Strategies and Funding Needs

Primary Year 1 Impact Strategies

1. Create new permanent supportive housing options - 215 slots plus services. (Year 1: \$1.3M funded; Year 2 and 3: \$2.6M grant funding potential)
2. Create an encampment strategy and deploy encampment strategy and engagement teams. (Year 1: \$645,000 ARPA funded BOS 8/31/21; Year 2 and 3: \$1.3M* ongoing service funding need)
3. Increase temporary sheltering capacity by 100 beds by January 2022 consistent with Phase II Community Action Strategy capital and service needs. (Year 1: \$7.4M capital funded by BOS for Isla Vista Shelter and DignityMoves – Additional Year 1 needs: **\$1.2M Bridget House pallets Year 1 ARPA Request**. Year 1 services and operations for 100 beds funded with \$2.4M state grants and other; Year 2 and 3: \$4.9M services and operations* ongoing service funding need)
4. Expand continuum of housing options consistent with Phase II Community Action Strategy for capital and service needs. (Year 1: \$3M capital ARPA Request; Year 2 and 3: \$1M* ongoing service funding need)
5. Ensure housing supports to include working with tenants, property owners, and lenders to prevent evictions and foreclosures including monitoring to ensure rental and mortgage assistant programs are fully utilized. (Year 2 and 3: \$900,000)
6. Maximize utilization of multi-disciplinary team (MDT) to provide complex-capable interdepartmental outreach services for housing engagement. (Year 1: \$1.2M State grant funded; Year 2 and 3: \$5M*ongoing service funding need)
7. Expand Outreach and engagement caseworkers by adding 10 additional outreach staff. Evaluate models of homeless outreach and engagement delivered locally and implement “best of’ practices, set goals and evaluate outcomes. (Year 1: \$437,500 ARPA funded by BOS 8/31/21; Year 2 and 3: \$1.75M*ongoing service funding need)

Future Year Funding Options

State and federal housing grants, philanthropy and community partnerships, state grants, State Home Key Grant, ARPA, State CalAim Healthcare funds, and County Budget consideration.

ATTACHMENT A **Health and Human Services Recovery and Resiliency Strategies**

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Housing and Homelessness	\$35,271,193	\$13,521,899	\$21,749,294	\$ 4,200,000	\$17,549,294



Disaster Resiliency – Lead: Director of The Office of Emergency Management

Secure access to human, social, and economic supports to enhance resiliency in the face of a disaster. Develop resiliency strategies incorporating Whole Community concepts, leverage trusted cultural partners, and empower communities to formulate a recovery vision and lead resilience activities. Incorporate Whole Community resiliency concepts and enhance engagement of vulnerable, under-served, and hard-to-reach populations in the aftermath of the pandemic and to prepare for future disasters.

Strategies and Funding Needs

Primary Year 1 Impact Strategies

1. Implement an Incident Management Software for county-wide and operational area support of incident response. (Year 1: \$450,000 one-time ARPA Request)
 2. Establish emergency public information outreach and engagement coordinator position to advance disaster preparedness with a focus on underserved, marginalized and hard-to-reach communities, including Latinx, indigenous, geographically isolated and senior populations and integrate with general HHS efforts equity and inclusion hub. (Year 1: \$100,000 one-time ARPA Request; Year 2 and 3: \$400,000* ongoing funding need)
 - a. Development of a bilingual Train-the-Trainer Community Education Program for operational area partners and community-based organizations. (Year 1: \$80,000 one-time ARPA Request; Year 2 and 3: \$70,000* ongoing funding need)
 3. Enhance public-private partnerships to coordinate countywide disaster response and recovery resources and establish permanent disaster financial assistance programs for vulnerable, under-resourced populations and those ineligible for government relief programs, including migrant workers and undocumented individuals. (Year 1: \$0 Request)
 4. In conjunction with First 5, develop an emergency preparedness and response program for preschool providers in order for them to be able to better support first responder and essential worker childcare. (Year 1: \$35,000 One-time ARPA Request; Year 2 and 3: \$70,000) (See above Strategy in Community Health and Wellbeing)
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Future Year Strategies

5. Develop systems to track COVID-19 Recovery Plan and program implementation, support implementation of AAR efforts, and support 2-1-1 implementation of Disaster Recovery Information Exchange (DRIE) software solution for disaster case management. (Year 2 and 3: \$420,000 funding TBD)
6. Update the Santa Barbara County Operational Area Agreement to support multi-agency (local government, non-governmental organization and for profit) response and recovery to disasters. (Year 2: \$70,000 funding TBD)

Future Year Funding Options

Philanthropy and community partnerships, state grants, ARPA, and County Budget consideration.

ATTACHMENT A **Health and Human Services Recovery and Resiliency Strategies**

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Disaster Resilience	\$1,695,000	\$0	\$1,695,000	\$665,000	\$1,030,000

Summary Funding Table

Focus Area	Total Estimated Costs	Funding as of 9/30/21	Remaining Funding Needed	Primary Year 1 Impact Strategy Funding Need ARPA Request	Future Years 2 and 3 Funding Need
Behavioral Health	\$ 4,690,000	\$ 1,500,000	\$ 3,190,000	\$ 700,000	\$ 2,490,000
Community Health and Wellbeing	\$ 2,650,000	\$ 0	\$ 2,650,000	\$ 800,000	\$ 1,850,000
Economic Revitalization and Employment	\$ 1,310,000	\$ 0	\$ 1,310,000	\$ 150,000	\$ 1,160,000
Organization and Technology	\$ 910,000	\$ 0	\$ 910,000	\$ 410,000	\$ 500,000
Housing and Homelessness	\$35,271,193	\$13,521,899	\$21,749,294	\$ 4,200,000	\$17,549,294
Disaster Resilience	\$1,695,000	\$0	\$1,695,000	\$665,000	\$1,030,000
Total	\$46,526,193	\$15,021,899	\$31,504,294	\$6,925,000	\$24,579,294