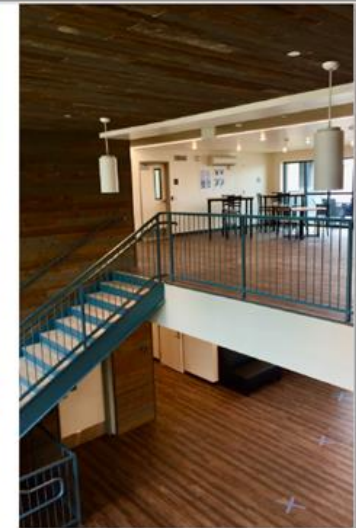


# Current State of Homelessness and Phase II Community Action Plan to Address Homelessness

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

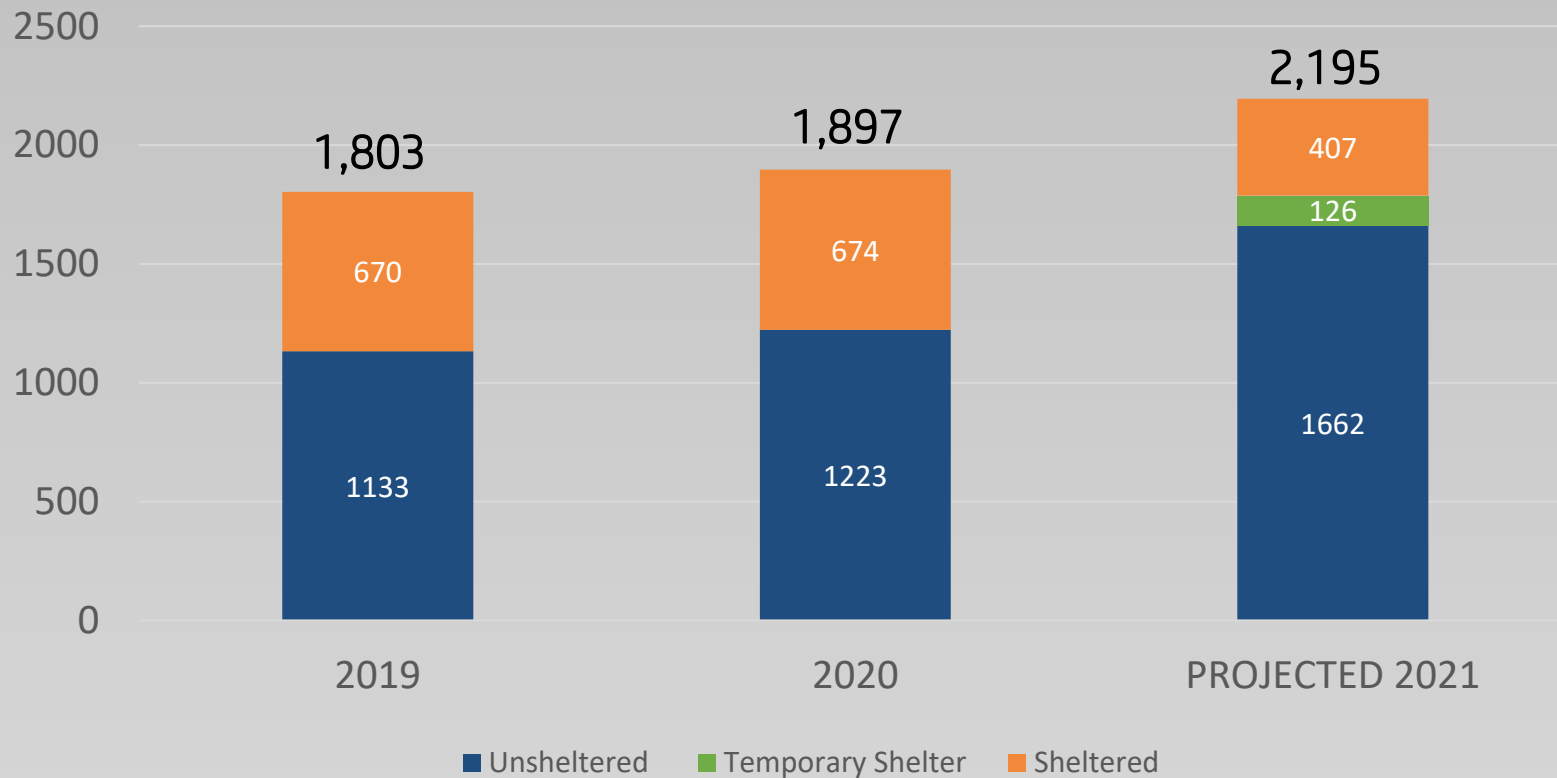
# Current State of Homelessness

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





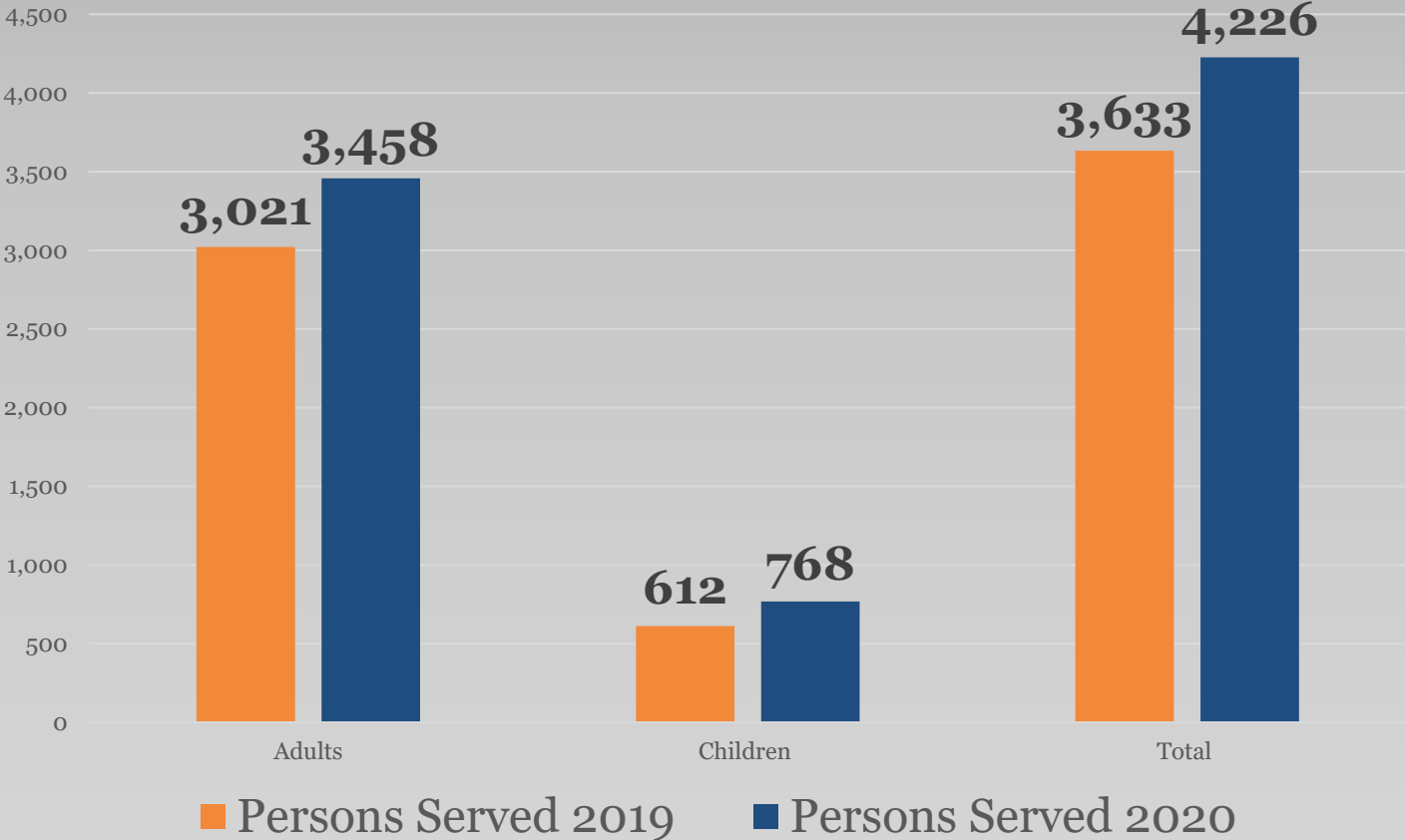
# Point in Time Count Trend Analysis



## 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?

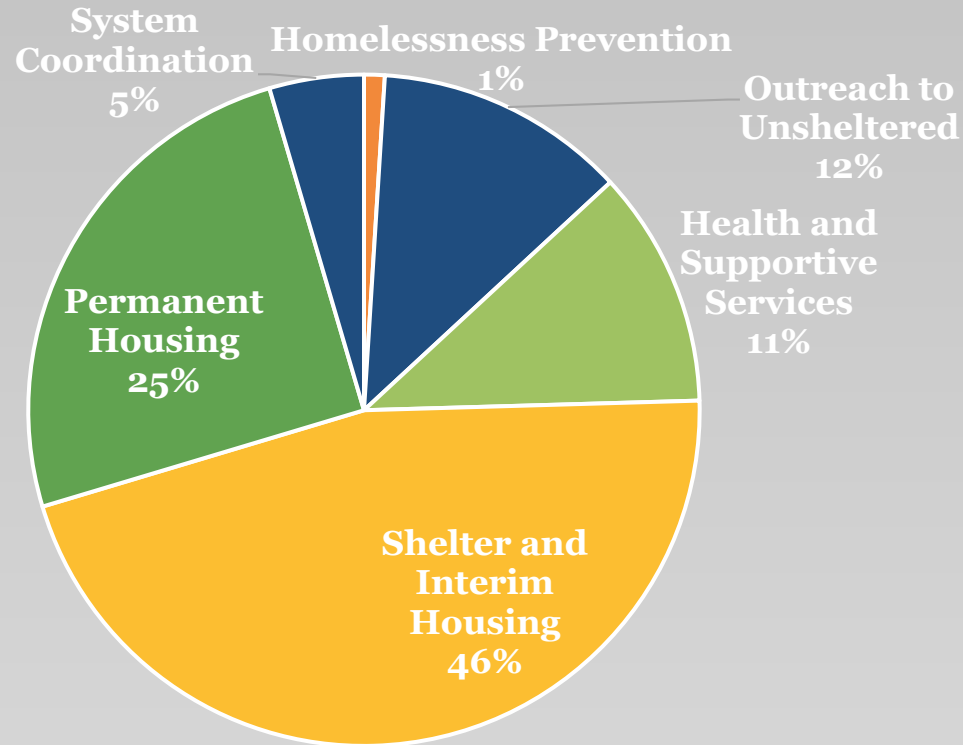
- **61%** Majority of Life
- **10%** 5-10 years

# Where does the money go?

(Dedicated Funding in 12 month period 2020-21)

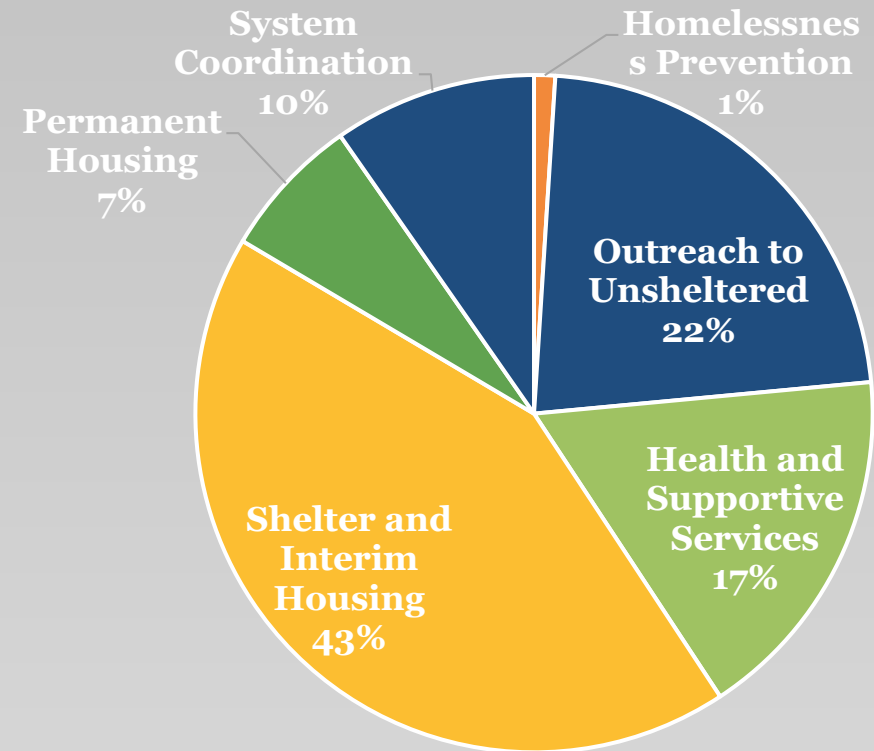
## COUNTYWIDE

\$42,299,267



## COUNTY OF SANTA BARBARA

\$19,853,480



# Initial One-Time Investment Impact

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- **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?

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- 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

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- 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

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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

# BW Homeless Outreach Efforts

Augment and Expand existing model beyond South county

- 1 FT, 2-PT Cas Workers
- 2 Practitioners
- Psychiatry time in North and South
- Purchase additional emergency shelter beds in North county

Provide intensive outreach, support services, and link to needed resources

Low barrier approach, goal for long term housing, ensure client is document ready

# Outreach being conducted at:

- Pallet houses in Isla Vista
- Montecito, Butterfly Beach → East Beach
- Goleta Beach
- Non-congregate shelter
- The Milpas Street corridor
- The encampments in the city of Lompoc and in the Lompoc riverbed
- Homeless who are living in their cars or on the street in Santa Maria
- Various sites that host shower trailers in Santa Maria



# Outcomes through June-Dec 2020

Provided Outreach to 90 unsheltered homeless individuals

Sheltered 29 individuals (annual goal is 20)

Place 16 individuals in Permanent housing (annual goal is 20)

- 8 entered Depot Street Santa Maria
- 4 moved into B Street Studios in Lompoc

Helped 43 individuals (47%) receive benefits (goal is 15% of total)

## CLIENT RESOURCE TEAM



**Tona Wakefield**  
1810 Client Resource Advocate  
Santa Barbara Office  
twakefield@publicdefendersb.org  
Cell: 805-722-0152



**Iliana DeHoyos-Williams**  
Client Resource Advocate  
Santa Barbara Office  
idehoyos@publicdefendersb.org  
Cell: 805-971-9489



**Vanda Epstein**  
HEAP Homeless Services Advocate  
Santa Barbara Office  
vepstein@publicdefendersb.org  
Cell: 805-729-4216

### 1810 Resource Advocate

- Make contact with clients in custody over court video and phone calls to build relationship and trust with client
- Support clients through the IST process
- Coordinate with Justice Alliance Team on client needs in referral process and upon release from custody

### Client Resource Advocate

- Responds to inquiries related to safety and wellbeing of clients in custody, including those in jail observation or safety units, decompensating while in custody, not receiving medication, and not transported to court
- Connects clients to services through discharge planning, such as: Social Service appointments and SSI/SSDI applications, mental health services, and drug treatment

### HEAP Homeless Services Advocate

- Provides intensive supportive outreach to high utilizers of multiple systems that lack adequate supports or stability to enter low barrier shelter due to their condition
- Coordinates, supports, and advocates for clients medical and mental health needs with Public Health and other agencies
- Assists clients with accessing public benefits, income, medical and behavioral health services
- Works in conjunction with other community agencies to address issues preventing individuals from accessing low barrier shelter and permanent housing

# *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.



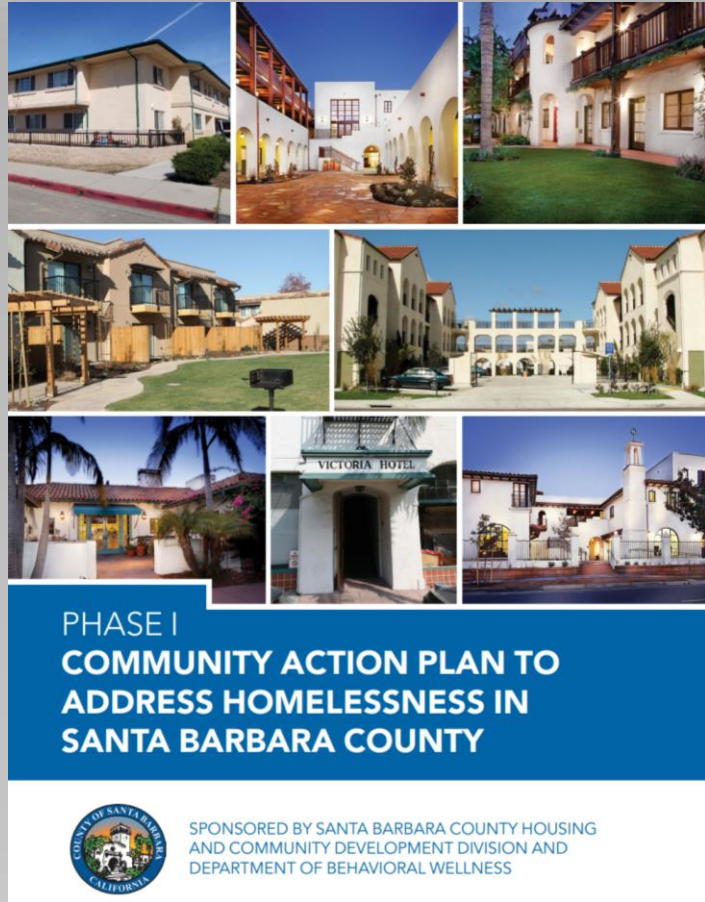
# Recommended Actions:

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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

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- 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.





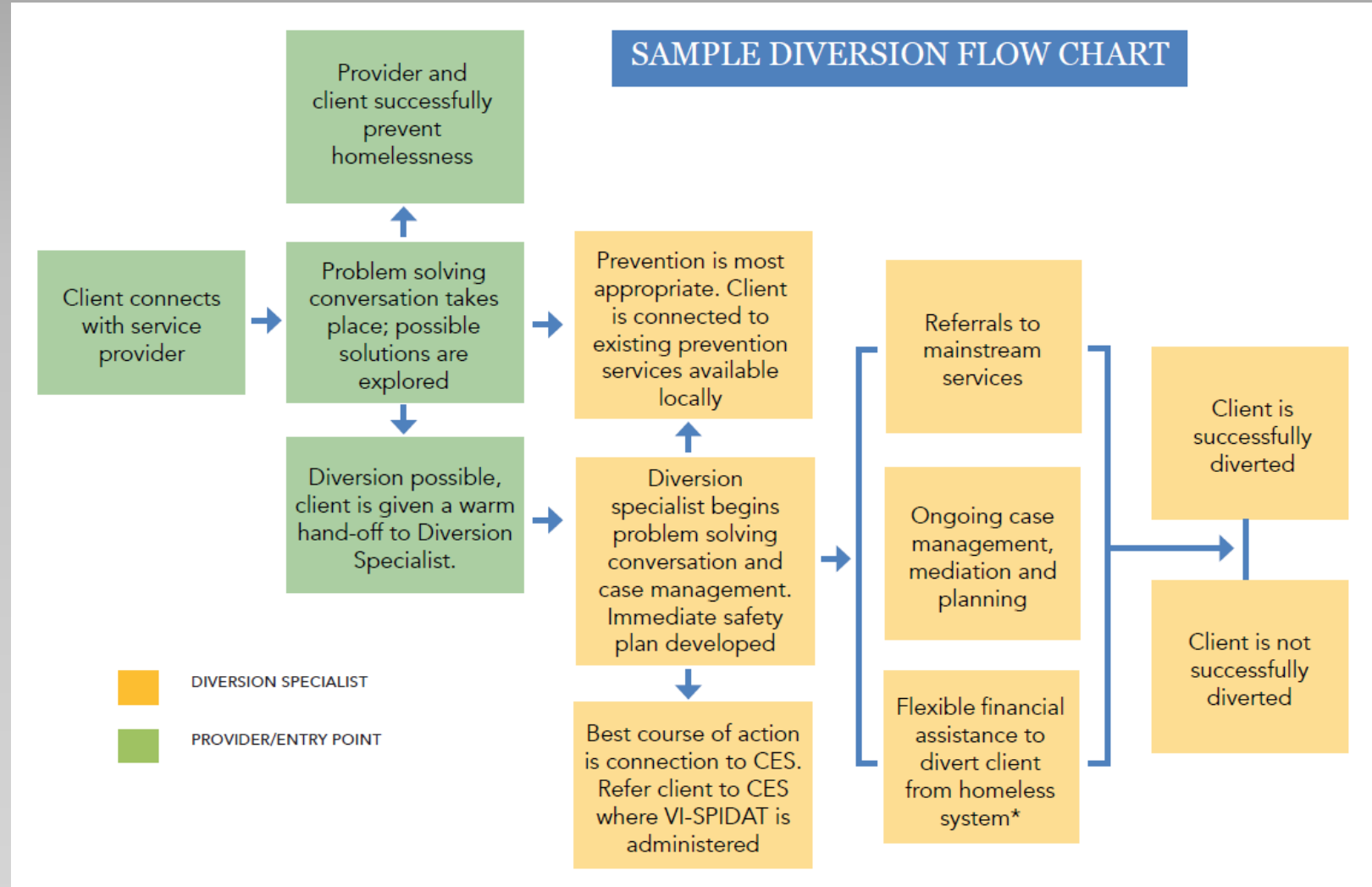


# Increase housing inventory (units and beds) dedicated to homelessness.



# 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



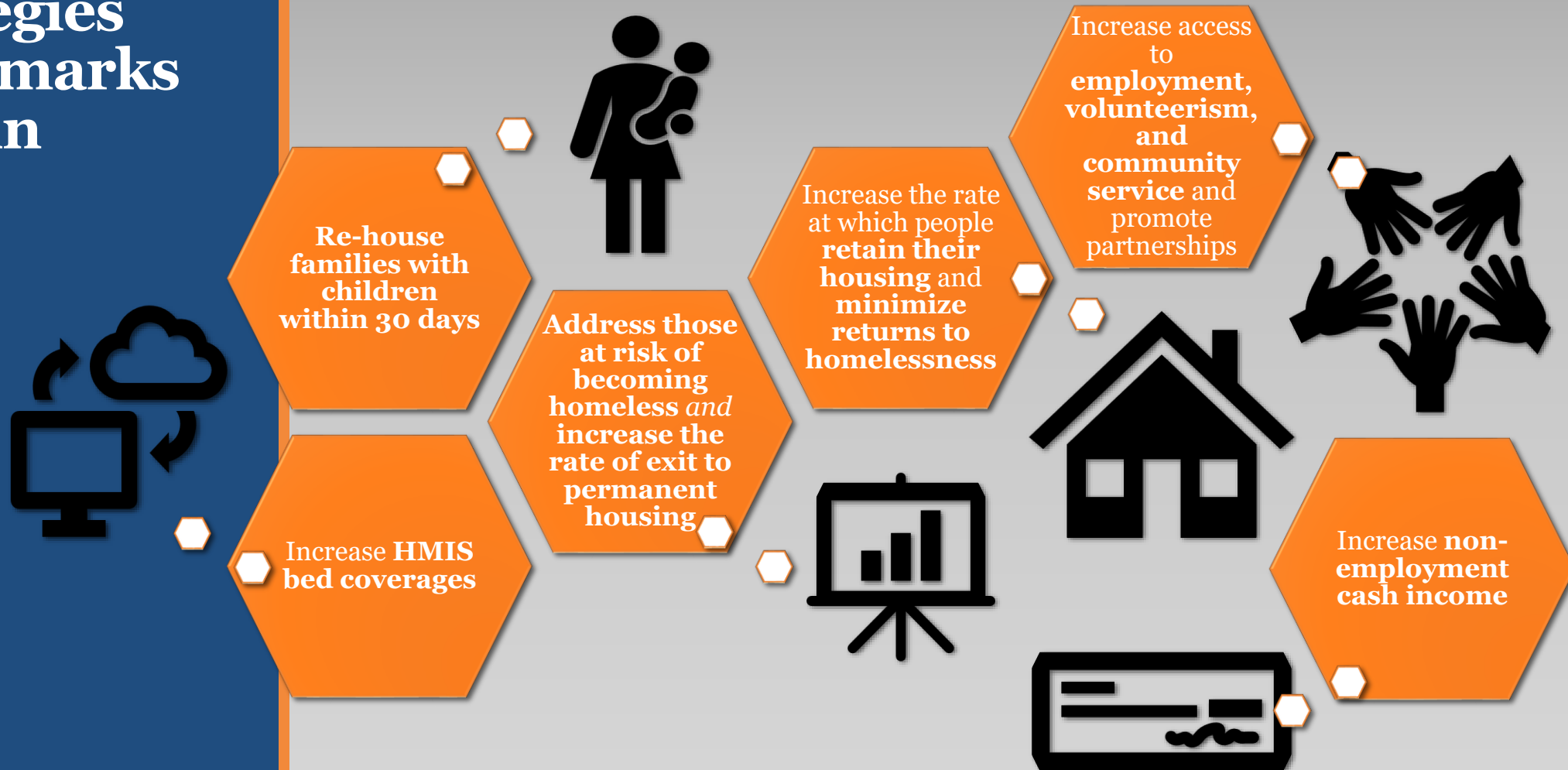


# Improve overall homeless system performance.

- 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)*



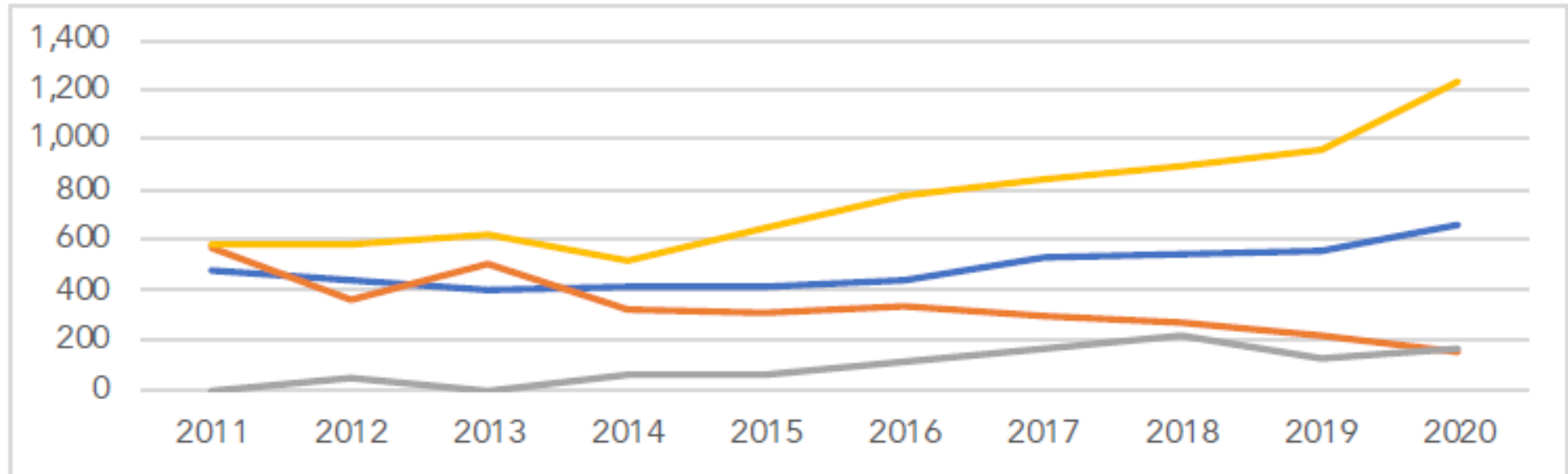
*Funding: State Homekey and Permanent Local Housing Application (PLHA)*



*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
<b>TOTAL CURRENT GAP</b>	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



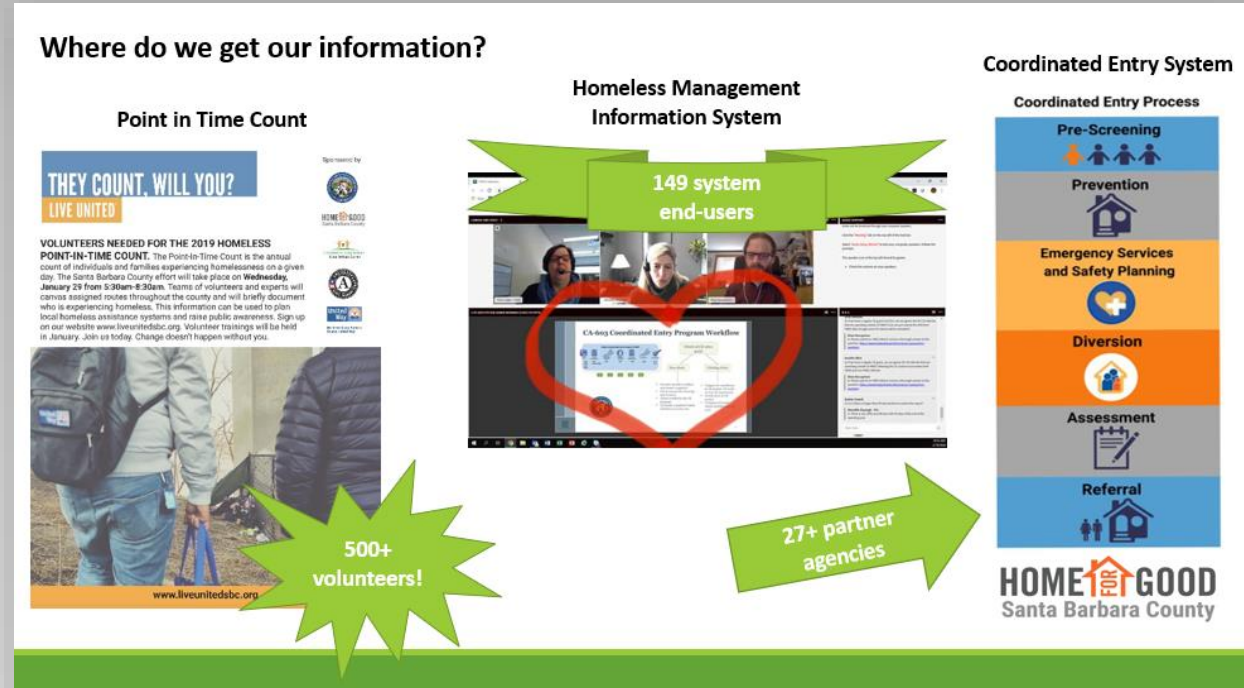
## Key Actions:

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.*

**Voucher**  
*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"> <li>The visual snapshot of data needs to be expanded to include performance in the region.</li> <li>CoC Board receives quarterly reports of systemwide performance as part of agency monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>There should be a central, web-based location for the community to view performance data.</li> <li>Review dashboards to ensure racial equity.</li> </ul>	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"> <li>HUD is increasingly linking CoC funding to overall system performance.</li> </ul>	<ul style="list-style-type: none"> <li>Performance data should include both system, project, and program performance.</li> <li>Data should be regularly presented at various meetings and should be used as a key item for decision making.</li> <li>Elected officials and others should receive regular performance updates.</li> </ul>	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"> <li>Colleges and universities can be key partners in the region for conducting objective evaluation activities.</li> <li>Many colleges and universities across California and the nation are partnering with the homeless system in various ways especially around evaluation support and research.</li> <li>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.</li> </ul>		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"> <li>• Maintain a comprehensive list of funds dedicated to homelessness</li> <li>• Engage CenCal in the planning and implementation of the State's CalAIM proposal</li> </ul>
1 - Increase access to safe, affordable housing	Expand and Enhance the Shelter System and Implement Best Practices	<ul style="list-style-type: none"> <li>• Identify sites for additional shelter programs</li> </ul>
2 - Use best practices to deliver tailored support services	Connect Clients to Mainstream Services	<ul style="list-style-type: none"> <li>• Identify access and eligibility barriers to mainstream services, starting with other county services.</li> </ul>
3 - Build a collective action plan	Craft a Collective Response to Homelessness	<ul style="list-style-type: none"> <li>• Ensure region-wide adoption and commitment to Phase II Action Plan.</li> </ul>
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"> <li>• Engage key health care stakeholders to participate in Coordinated Entry System case conferencing.</li> </ul>
4 - Strengthen support system to obtain and maintain housing	Improve Prevention and Diversion Programs	<ul style="list-style-type: none"> <li>• Increase prevention programs for those at-risk of homelessness.</li> <li>• Increase diversion services across entire system</li> </ul>
4 - Strengthen support system to obtain and maintain housing	Reach Out to Those Experiencing Unsheltered Homelessness	<ul style="list-style-type: none"> <li>• Create a coordinated encampment response across public agencies that highlights both policy and procedural steps for successfully resolving encampments</li> <li>• Educate non-traditional public departments on how their staff can coordinate with the homeless system</li> </ul>

# Key Action Steps for First Six Months



# Recommended Actions:

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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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