



**BOARD OF SUPERVISORS  
AGENDA LETTER**

**Agenda Number:**

**Clerk of the Board of Supervisors**  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Department Name:** CEO  
**Department No.:** 012  
**For Agenda Of:** May 24, 2022  
**Placement:** Administrative  
**Estimated Time:**  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

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**TO:** Board of Supervisors

**FROM:** Department Director(s) Contact Info: Mona Miyasato, County Executive Officer  
Kelly Hubbard, Director of Emergency Management

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**SUBJECT:** Memorandum of Agreement with the United Way of Santa Barbara County Regarding a Public-Private Partnership for Community Disaster Preparedness, Response and Recovery Programs

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**County Counsel Concurrence**

As to form: Yes

**Auditor-Controller Concurrence**

As to form: Yes

**Other Concurrence: Risk Management**

As to form: Yes

**Recommended Actions:**

That the Board of Supervisors:

- a) Approve and authorize the Chair to execute a Memorandum of Agreement with the United Way of Santa Barbara County, a local private non-profit organization, to establish a public-private partnership in support of community disaster preparedness, response and recovery programs; and
- b) Determine that these actions are exempt from the provisions of California Environmental Quality Act (CEQA) pursuant CEQA Guidelines Sections 15061(b)(3).

**Summary Text:**

This item is on the agenda in order to execute a Memorandum of Agreement with the United Way of Santa Barbara County (UWSBC) that formally recognizes a public-private partnership between UWSBC and the County, UWSBC's commitment to maintain the Critical Needs Fund and the Individual Disaster Assistance Grant programs on a permanent basis, and UWSBC and the County's intent to engage these programs for all-hazards emergency and disaster preparedness, response and recovery for vulnerable and underserved populations. Additionally, this agreement integrates UWSBC and these programs into the

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Santa Barbara County Office of Emergency Management's emergency operations planning processes, training and exercise efforts, and response efforts.

**Background:**

Disasters tend to stress local government, non-profit, educational, and other social service systems that are critical to helping people in crisis, further exacerbating a disaster's impacts on those who depend on these systems for their everyday stability, health, and wellness. Public-private partnerships are recognized by the Federal Emergency Management Agency (FEMA) and state and local government agencies as a best practice and proven mechanism to address community emergency and disaster response and resiliency challenges. Additionally, the need for greater public-private partnerships was identified in After-Action Reports for the 2015 Refugio Oil Spill, the 2017 Thomas Fire, 1/9 Debris Flow, and the pending COVID-19 reports, as well as KPMG findings.

***Critical Needs Fund***

UWSBC, in partnership with other leaders in philanthropy, established the Critical Needs Fund (CNF) early in the COVID-19 pandemic to share knowledge, identify emergent community needs/gaps in service, and nurture collaborative investments and strategies between the local government, philanthropic, and nonprofit sectors. The CNF was initially engaged primarily with the County Public Health Department (PHD) in coordinating response efforts for this health-related crisis. As it became clear the pandemic's negative impacts extend well beyond just public health, UWSBC began to engage with other County departments to explore needs and responses focused on the pandemic's economic, social service, and basic human impacts, especially those affecting vulnerable and often isolated and underserved populations. The goal has been to advise philanthropic partners where their investments through the non-profit sector and in collaboration with local government might be most effective to meet community needs and fill systemic gaps during times of community crisis.

Local funders, especially representatives of leading philanthropic foundations and corporate and individual donors, were invited by UWSBC to serve as members of the CNF. UWSBC coordinated regular meetings of CNF members focused on relevant issues and provided research and independent analysis on specific topic areas. At times, UWSBC also engaged relevant non-profit partners and local government representatives in CNF meetings to ensure a diversity of views and expertise. In some cases, UWSBC led collaborative efforts to address needs and gaps identified during CNF meetings; three examples include:

- *Isolation and Quarantine:* At the County's request, UWSBC helped raise money to pay for hotel rooms for people who tested positive for COVID-19, but could not afford to safely self-isolate.
- *Contact Tracing:* UWSBC raised funds and contracted with the Family Service Agency of Santa Barbara County to deploy 25 culturally and linguistically competent employees into PHD's contact tracing program.
- *Vaccination Equity:* UWSBC raised funds, led a Request for Proposal process, and funded 11 non-profit partners to implement grassroots outreach and engagement strategies to encourage vulnerable and underserved populations to get vaccinated.

UWSBC's unique ability to create and coordinate the CNF stems from the agency's decades-long leadership of collaborative community efforts and involvement in disaster response. In recent years especially, UWSBC's leadership in times of community crisis has grown substantially, most notably

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during and since the Thomas Fire, the 1/9 Debris Flow, and the COVID-19 pandemic. United Way maintains deep and trusted relationships across government, nonprofit, and philanthropic sectors making it possible for UWSBC to pull key leaders together quickly to focus on complex issues, create a safe space for all parties to have honest and constructive dialogue, and explore and implement collaborative strategies and responses going forward.

### ***Individual Disaster Assistance Grant Program***

UWSBC's Individual Disaster Assistance Grant (IDAG) program is designed to get immediate cash support to Santa Barbara County residents who are directly impacted by disasters, and to prioritize that support for those who are most vulnerable. The IDAG program is rooted in years of experience responding to past disasters and community needs. The program was established in response to the Thomas Fire and 1/9 Debris Flow. UWSBC expanded its approach and program structure to become a countywide model serving thousands during the COVID-19 pandemic.

When activated, the IDAG program employs an application process that documents and verifies disaster related impacts and needs, allows cash payments to be delivered very quickly, and facilitates assessment of applicants for additional referrals to social service programs, while also ensuring proper accounting and compliance with IRS regulations. In response to the Thomas Fire and Debris Flow, \$1.13 million dollars in grants were made to 493 households. As of December 2021, UWSBC has distributed \$3 million through the IDAG program to support more than 3,500 households impacted by the COVID-19 pandemic.

Under UWSBC's leadership, the IDAG program is uniquely positioned to fill critical gaps that frequently emerge during times of community crisis and meet the needs of vulnerable and underserved populations disproportionately impacted by disasters. Local disasters often do not meet the criteria necessary for state and federal partners to make available disaster financial assistance for individuals. Additionally, even in disasters where federal and state funding for individuals is made available, many County residents who have suffered losses will not qualify. Further, the state and federal assistance provided to those who do qualify is often far from what is necessary to make them whole. It also often takes months for qualified disaster survivors to receive financial assistance once they have navigated the often-complex application process.

The IDAG is funded entirely with private, philanthropic donations. UWSBC has a strong record of securing financial support from donors including foundations, businesses, and individuals for the IDAG and other disaster focused programming. UWSBC also contributes sizable amounts of its own discretionary dollars to fund the IDAG.

The IDAG's programmatic model helped inform the newly created Emergency Rental Assistance Program implemented by UWSBC and the County during the pandemic. As of December 2021, more than \$19 million in funding has been delivered by UWSBC in partnership with the County to help 2,600 households avoid eviction and burdensome debt that would have otherwise threatened those renters' long-term financial stability.

### **Public-Private Partnership:**

Recognizing the unique value of the CNF and IDAG programs in supporting communities in times of crisis, and the opportunity to formalize an ongoing partnership, UWSBC has committed to making these

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programs and funding a permanent component of Santa Barbara County's system for preparing for, responding to, and recovering from disasters, threats, and emergencies. This includes UWSBC engaging CNF funders in being active participants in an all-hazards approach in advance of disasters.

Under the proposed Memorandum of Agreement, the Santa Barbara County Office of Emergency Management (SBCOEM) will serve as the primary County contact collaborating with UWSBC on an ongoing basis. SBCOEM will partner with UWSBC to integrate and align the CNF and IDAG models into the County's broader emergency management systems, including emergency planning efforts, operational response documents, training and exercise activities, and public information coordination. The SBCOEM Director or a designee will serve as an active member in CNF advisory meetings with UWSBC, non-profit partners and the philanthropic community. SBCOEM will provide UWSBC and philanthropic partners education and training on basic systems, best practices, and strategic concepts for emergency and disaster preparedness, response and recovery in order to enhance understanding and collaborative processes. Additionally, it is recognized that emergencies and disasters come in different forms and create a variety of impacts, making flexibility and adaptation key to successful application of the CNF and IDAG models in the future. The County and UWSBC will work collaboratively to identify how these programs can be effectively engaged to support the County's priorities and community needs as they evolve.

**Performance Measure:** N/A

**Contract Renewals and Performance Outcomes:** N/A

**Fiscal and Facilities Impacts:**

Budgeted: No

**Fiscal Analysis:**

UWSBC will provide services described in the agreement as part of its budgeted disaster and emergency programming. The County is not expected to financially contribute to UWSBC's budget to support the programs and cost recovery documentation, or the execution and maintenance of the Agreement. Should activities undertaken by UWSBC at the request of the County pursuant to the Agreement become eligible for disaster reimbursement from state or federal sources, such as FEMA and/or the California Governor's Office of Emergency Services (CalOES), the County would work with UWSBC to explore the possibility of securing reimbursement directly when eligible or through the County's cost recovery efforts. UWSBC holds full responsibility for maintaining, preparing and submitting the proper documentation required for federal and state disaster reimbursement processes. If services provided by UWSBC at the request of the County exceed those stipulated in the Agreement, a separate contract would be required.

**Key Contract Risks:** N/A

**Staffing Impacts:**

Designated SBCOEM staff will coordinate with UWSBC on the identified programs, integrate UWSBC into Santa Barbara County Operational Area planning, and provide education and training to CNF members on a periodic basis.

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**Special Instructions:**

Direct the Clerk of the Board to send a fully executed copy of the MOA and a copy of the minute order of these actions to Office of Emergency Management, Attn: Sonia Thompson

**Attachments:**

Attachment A: Memorandum of Agreement Between the County of Santa Barbara and United Way of Santa Barbara County Regarding Public-Private Partnership for Community Disaster Preparedness, Response and Recovery  
Exhibit A – Critical Needs Fund Program Description and Scope  
Exhibit B – Individual Disaster Assistance Grant Program Description and Scope  
Exhibit C – Federal Provisions

**Authored by:**

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