

Update on the Continuum of Care Program in Santa Barbara County

COMMUNITY SERVICES DEPARTMENT

Housing and Community Development Division

Board of Supervisors

March 13, 2018



Recommended Actions

- A) Receive and file an update on the Continuum of Care Program (CoC Program) and its implementation in Santa Barbara County;
- B) Consider the County of Santa Barbara assuming the additional responsibility of “Lead Agency of the local Continuum of Care” in addition to these existing roles:
 - 1) Collaborative Applicant for 9 agencies and 15 projects,
 - 2) Homeless Management Information System (HMIS) Lead Agency,
 - 3) Grant Administrator for 3 projects whereby funding is “passed through” to subrecipient organizations”;



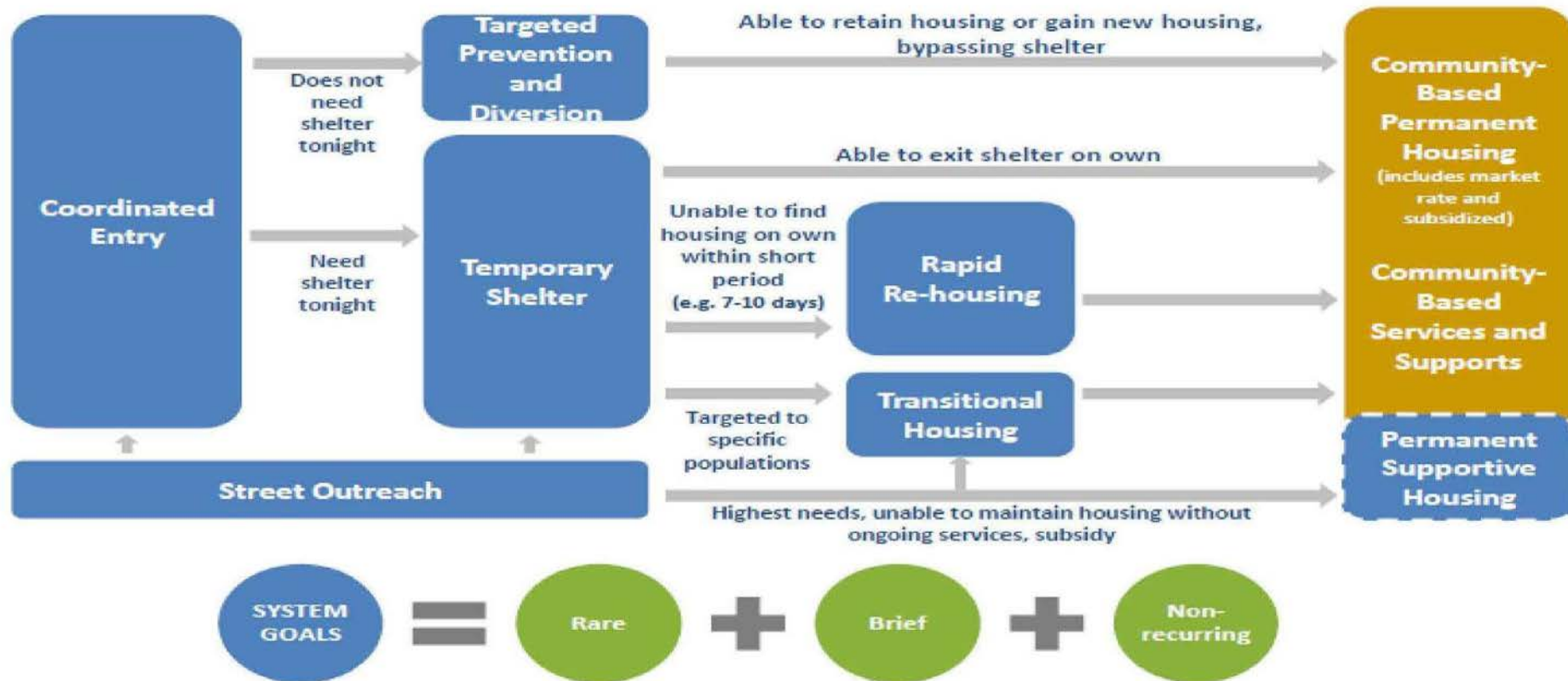
Recommended Actions (continued)

- C) Decline assuming “Lead Agency” responsibilities for the local CoC and provide direction to staff; and
- D) Determine that the recommended actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b)(5).

What is a Continuum of Care with Coordinated Entry?

CoC Program

CoC with Coordinated Entry General Components & Client Flow



CoC HUD-Funded Projects

- Approximately **\$1.7 million** is awarded annually to local projects

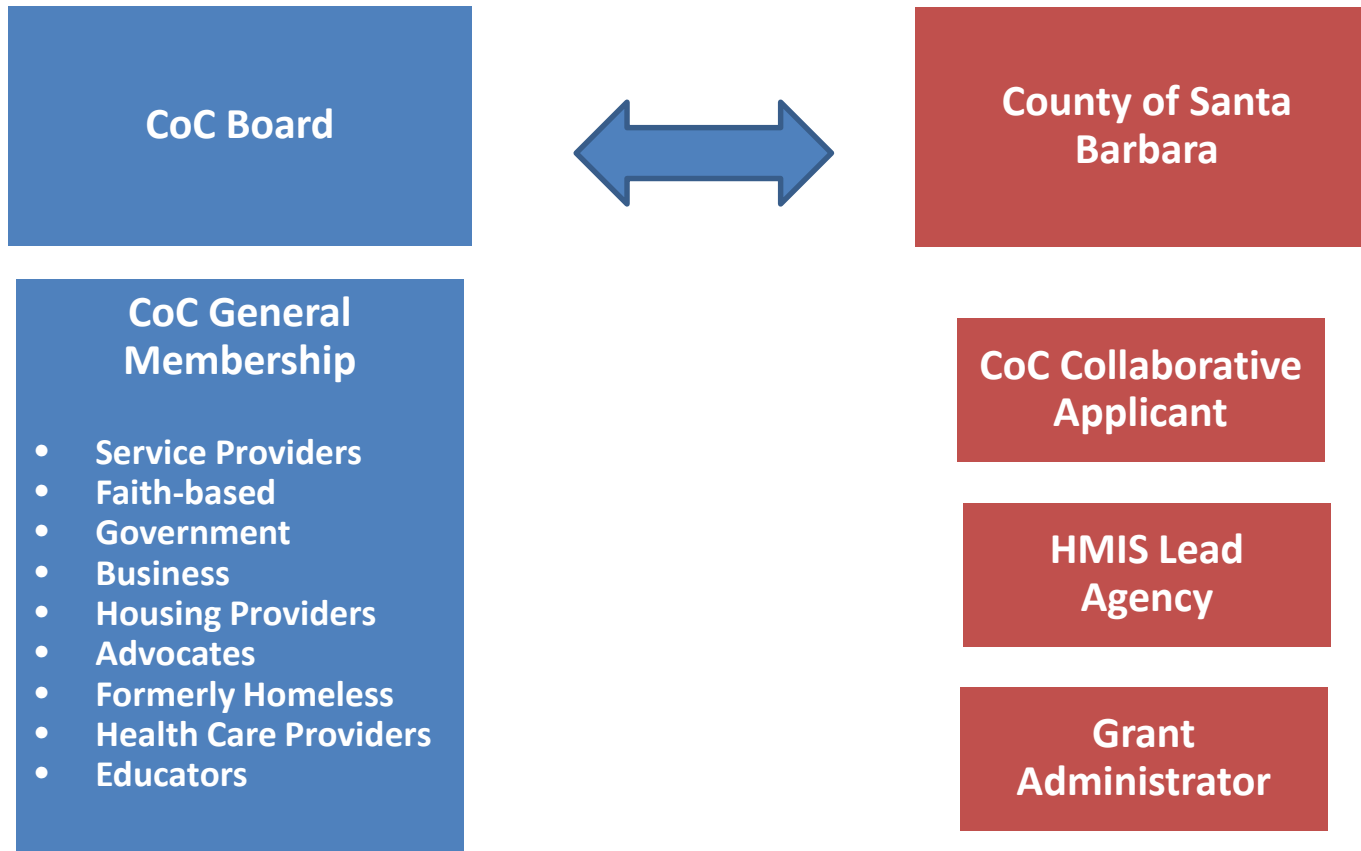
Project Name	Recipient
Casa de Familia	Good Samaritan Shelter
Casa del Mural	Santa Barbara County Behavioral Wellness
Clean and Sober Living	Santa Barbara County CSD
Firehouse	Transition House
HMIS	Santa Barbara County CSD
HMIS Expansion I	Santa Barbara County CSD
Hotel de Riviera Perm Supportive Hsng	Santa Barbara Community Housing Corporation
Safe Parking Program Rapid Re-Housing	New Beginnings Counseling Center
Shelter Plus Care	Housing Authority of the City of Santa Barbara
North SB County Rapid Re-Housing	Good Samaritan
Willbridge Master Lease Project	WillBridge of Santa Barbara, Inc.
Santa Barbara County Coordinated Entry	Santa Barbara County CSD

- Projects leverage additional **\$1.0+ million** in other resources



CoC Oversight

Current CoC Oversight Structure



CoC Oversight

The County of Santa Barbara, Community Services Department, currently performs three oversight roles for the CoC:

CoC Collaborative Applicant

- With the CoC, develops funding priorities and proposal review tools and processes
- Evaluates CoC-funded program performance
- Prepares and submits application for funding to HUD on behalf of the entire CoC
- Analyzes and implements strategies to increase system performance and improve application score
- Documents all activities

HMIS Lead Agency

- Oversees day-to-day system administration
- Provides technical support and training to participating organizations and end users
- Monitors compliance with HUD regulations, guidance and best practices related to HMIS
- Currently manages transition to “open HMIS”

Grant Administrator

- Administers three “pass through” grants
- Performs grant management and compliance oversight activities



CoC Oversight

The fourth oversight role mandated by HUD is CoC Lead Agency:

- In 2012 C3H was formed to act as the CoC Lead Agency to coordinate homeless service delivery systems and take an active role in policy planning
- In 2017 C3H indicated it could no longer assist as CoC Lead Agency. The CoC Board requested that the County of Santa Barbara assume the role of CoC Lead Agency.
- The Community Services Department has assumed the role of interim CoC Lead Agency, with the assistance of consultants.
- During the April budget workshop, the Board may consider options if the County assumes the role of CoC Lead Agency

CoC Lead Agency

A strong CoC Lead Agency is key to the success of a CoC in addressing homelessness, and in preserving both public and private funds. It's responsibilities include:

- Convening CoC general membership, CoC board, and staff to working committees on a regular basis*
- Conducts comprehensive planning on homeless prioritization, addressing gaps in service*
- Implements the Coordinated Entry System across homeless service providers*
- Conducts biannual unsheltered point-in-time (PIT), and annual Homeless Inventory Count (HIC)*
- Provides assistance to local providers on compliance

* Items for which HUD awards points in its annual competitive application

CoC Lead Agency (cont.)

- Stays abreast of changes in program regulations and best practices and conducting trainings for local service providers*
- Communicates and coordinates with neighboring CoCs, and national and regional experts on homelessness
- Provides support for local providers in identifying and obtaining funds to leverage CoC dollars*
- Coordinates with mainstream resources and other systems of care to facilitate access for homeless households*
- Reaches out to community stakeholders to broaden their participation in the CoC and homeless service delivery*

* Items for which HUD awards points in its annual competitive application

Current and Proposed CoC Programs Staffing

- 0.5 FTE
- Expert on federal, state, local homeless programs
- Coordinates with other County Dept, external stakeholders
- Oversees data, analysis and provides policy direction

Homeless
Program
Manager

Proposed FTE's
dedicated to HUD
CoC Program: 3.0

HMIS System
Administrator

- 1.0 FTE
- Oversee HMIS database, participating agencies, reporting projects, end users

Homeless Grants
Program
Specialist

- 0.5 FTE
- Prepares contracts, reviews invoice and performance data for all federal & State CoC/CES grants
- Leads monitoring effort

CoC Lead Agency
Support
(proposed)

- 1.0 FTE (proposed)
- CoC operations (e.g. PIT/HIC, organize meetings, prepare TA materials, data analysis, gaps analysis, report on CoC performance on reducing chronic, long term homelessness)
- Assists CoC grant application



CoC Programs Staffing in Benchmark Counties

- In adjacent counties, County departments serve in the Collaborative Applicant, HMIS Lead Agency and CoC Lead Agency roles.
- Full-time equivalents (FTE) dedicated to CoC-related activities:
2.5-4.5 FTE's

CoC Name	County is Collaborative Applicant	County is HMIS Lead Agency	County is CoC Lead Agency	Total Staffing (FTEs)
San Buenaventura/Ventura County	Yes	Yes	Yes	4.5
San Luis Obispo County	Yes	Yes	Yes	2.5
Average:				3.5
Santa Maria/Santa Barbara County	Yes	Yes	TBD	2.0



CoC Staffing Options

In-House Staff (recommended)

- All required CoC functions under one roof (HMIS Lead Agency, CoC Collaborative Applicant, Grant Administrator, CoC Lead Agency) thereby enhancing access for staff and providers.
- Consistent with adjacent counties' CoCs (Ventura, SLO) which consolidate all CoC functions under the County
- Can facilitate access to intra-County service departments already meeting homeless service needs, opportunities for greater efficiency and coordination.
- County HCD staff have access to HUD, technical assistance providers, regional cross pollination with Southern California CoC's on best practices.
- Con: Financial Cost



CoC Staffing Options

Contract CoC Lead Agency Staffing to Outside Consultant

- Able to tap expertise by technical assistance experts
- Contractor able to scale level of technical support and time available to local CoC based on funds available
- Consistent with counties which have contracted out CoC Lead Agency functions (e.g. Solano County)
- Con: Contractor has accountability to contract administrator (e.g. County or some other regional body) and may require contract amendments to provide greater levels of service. Travel costs may also be a factor and limit contractor's time on-site and access for staff and providers.

Summary

- A) Receive and file an update on the CoC Program and its implementation in Santa Barbara County;
- B) Consider the County assuming the role of CoC Lead Agency, in addition to existing roles of 1) Collaborative Applicant, 2) HMIS Lead Agency, and 3) Grant Administrator: or
- C) If the Board decides not to adopt Recommendation B, provide alternate direction to staff.