Santa Barbara County

Phase II Community Action Plan to Address Homelessness

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WE WON'T GIVE UP, AND HERE'S WHY

"Courtney was one of our very first shower guests when we began offering showers at Our Lady of Sorrows Catholic Church in April of 2016. We asked our guests to sign-up for a shower in Alameda Park and wait there to be escorted in small groups to the trailer, which was across the street in the church parking lot. Often, we would have 20-30 people patiently waiting in the park. This was a perfect opportunity for me to hang-out and strike-up conversations. Courtney quickly became one of my favorite contacts in the park. She would share her ups and downs with a disarming trust and openness. I soon learned how she became homeless four years earlier. She had always lived at home with her Mom and became her main caregiver as her mom's health declined. When her mom died, Courtney, who had never held a job and had limited education, lost everything and found herself on the streets. Courtney was smart and resourceful but had very low self-esteem. She unquestioningly accepted the deprivations and difficulties of life on the streets and began to create a life of her own for the very first time. She built a circle of friends (also homeless) and successfully established routines and strategies for survival. Other than caring for her mother, this became the only adult life that Courtney ever knew. One Thursday afternoon our sign-in volunteer at Alameda Park failed to show-up and I asked Courtney if she could help. Without hesitation, she planted herself behind the sign-in table and began taking control of the sign-in process. When our volunteer came back the following week he found that Courtney had already set up the table and created a waiting list of all of the folks who arrived early in the park. From that day forward our volunteer shared the table with Courtney in a supportive role. Courtney had taken control and seemed to thrive with this responsibility. Over the next 4 years Courtney became an integral part of Showers of Blessing on Thursday afternoons. It was not always smooth. But Courtney loved the job so much that she was willing to adjust and even seek guidance in order to better serve her role. When the pandemic struck and our base of volunteers withdrew from serving

Courtney, Showers of Blessing participant

at the sites, we hired Courtney to run the sign in table at all five our remaining sites. The county provided Courtney and our two other homeless employees with motel rooms while they were willing to work at this essential service. During all of these years there were many dedicated service providers who tried their best to get Courtney off the streets and into housing. It never worked. I believe this was not because of a failure by the agencies but because Courtney wasn't ready to accept that she deserved to be off the streets. I think her time with Showers showed her that she had value and was needed. She had something to offer the world. She wasn't simply a person who needed help. With her self-esteem restored I am not surprised to see her finally off the streets and in supportive housing. There is dignity and magic in work."

- Ken Ralph, Showers of Blessing

EXECUTIVE SUMMARY

In 2018, Phase I of the Community Action Plan to Address Homelessness in Santa Barbara County was completed. This first effort sought to meet the obligations of various funding sources, which require homeless planning data and analysis as a condition of funding. The Phase II Community Action Plan to Address Homelessness seeks to integrate strategies, cost analysis, and data, and organize those activities so all sectors of the community can work together toward a common set of actionable goals. Crafting a collective response to homelessness required an in-depth community-based planning process in coordination with County staff, analysis of data, and drafting of this comprehensive, specific regional strategy in collaboration with the Continuum of Care and municipal jurisdictions. The Phase II Community Action Plan to Address Homelessness will guide strategic resource decisions and comply with funding resources and other State and Federal regulations.

> The collective vision for Santa Barbara County to address homelessness is as follows:
>
> *Create a regionally unified response and an urgent, flexible system of care that is driven by data, guided by best practices, and seeks to prevent homelessness whenever possible. It is through commitment, collaboration, and connection that we will minimize homelessness and ensure it is rare, brief and non-recurring.*

For Santa Barbara County to reach this vision, the community needs to be guided by a core set of principles that serve as the foundation and create a culture for how the region addresses homelessness. These guiding principles include:

- 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

Artisan Court

Phase I identified five key strategies to address homelessness, and priorities for a detailed implementation plan were added in Phase II:

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

Phase II also calls out Regional System Level Goals focusing on Priority Populations, New Resources, and Performance:

I. Prioritize ending/dramatically reducing homelessness for specific populations.

- Immediate (October 2020 – December 2021): End homelessness among veterans
- Immediate (July 2020 – February 2021): End unsheltered homelessness among youth
- Short term (2021-2024): Prevent and end homelessness for families
- Longer term (2021-2026): End homelessness for all other populations including unsheltered and chronically homeless persons

II. Increase housing inventory dedicated to homelessness and affordability.

III. Create a culture of shelter diversion and prevention across the homeless response system.

IV. Improve overall homeless system performance.

V. Achieve Continuum of Care strategies and benchmarks approved in 2019

- Increase Homeless Management Information System (HMIS) bed coverages to 85%

- Address individuals and families at risk of becoming homeless and increase the rate at which individuals and families in emergency shelter, transitional housing, and rapid rehousing exit to permanent housing
- Re-house families with children within 30 days of becoming homeless
- Increase the rate at which individuals and families in permanent housing retain their housing or exit to other permanent housing and minimize returns to homelessness
- Increase access to employment, volunteerism, and commnity service and promote partnerships and access to employment opportunities with private employers and private employment organizations
- Increase non-employment cash income (mainstream benefits) and increase access to other cash income/ SSDI and SSI

This document presents principles, goals, regional system-level goals, and a detailed work plan up-front. The final sections include data analysis of the current state of homelessness as well as key terms and definitions for reference. As you will see, there is a real need for increased coordinated case management and intervention for the most vulnerable clients moving into housing. Homelessness in Santa Barbara County is a regional issue that will require region-wide commitment, collaboration, and action.

On a single night in January 2020 there were nearly 1,900 people experiencing homelessness countywide. The cities of Santa Barbara, Santa Maria, Lompoc, and Goleta each had sizable populations. More striking is that 64% of the region's population of people experiencing homelessness is living unsheltered – sleeping in places not meant for human habitation such as the streets, beaches, riverbeds, and a significant portion in vehicles. Santa Barbara County's poverty rate - at 22% - is the second highest in the state[1], and the housing vacancy rate is extremely low - ranging from 1.9%-3%, and rental costs are high. Sixty percent (60%) of renters are cost burdened - defined as spending over 30% of their income on rent. This indicates a strong link between homelessness and the cost of living, especially housing, in the county.

Because of housing issues across the county, annually there are about 1,000 evictions and over 1,200 persons became homeless for the first time in 2019. Because of these and other factors, homeless services providers who operate outreach, shelter, Safe Parking,

Rapid Re-Housing (RRH), and Permanent Supportive Housing (PSH) programs have a difficult time successfully placing people in housing and ensuring they remain stable, even with the provision of services. It is important to understand this plan outlines steps for the community to address homelessness and create a high functioning, well-resourced homeless crisis response system.

1 *Source: California Poverty Measure (CPM), averaged across 2016-18.*

Rancho Hermosa

However, the region needs to simultaneously address larger structural issues that impact homelessness, including: poverty, income levels, deficiency in living-wage employment, housing availability, and housing affordability, for there to be meaningful changes in homelessness levels and a thriving environment for everyone living in Santa Barbara County. Solutions will require sustained support and funding, with leadership and political courage to explicitly identify and unequivocally work to resolve systemic challenges.

The Phase II Action Plan includes a detailed Implementation Work Plan that outlines specific strategies and actions, suggested community partners, timelines for accomplishing specific actions, and potential resources to be used. It is critical that Santa Barbara County establish a driven leadership structure for Action Plan implementation, including the roles of stakeholders in championing the larger vision and goals of the plan, and in managing day to day responsibilities to ensure that specific actions are in progress and performance is monitored to ensure accountability at all levels.

The cost of doing nothing is too great – on the healthcare industry, the environment, taxpayers, businesses, and communities at large. Communities across the United States have participated in efforts to end homelessness among targeted populations while building systems to ensure homelessness is rare, brief, and non-recurring – and then they scale the efforts and successes. These efforts require collective buy-in, common vision and guiding principles, use of data to identify specific homeless intervention needs, and goal-setting with specific strategies, priorities, and action steps. With sustained support and courage, homelessness is solvable.

BY THE NUMBERS

1,900
People experienced homelessness in Santa Barbara County on a single night in January 2019

64%
Of those experiencing homelessness in the County live unsheltered (streets, beaches, riverbeds)

22%
Santa Barbara County poverty rate = Second highest in California

1.9-3%
Santa Barbara County vacancy rate

60%
Of renters are cost burdened (spend more than 30% of income on rent)

Data indicates a strong link between homelessness and the cost of living, especially housing, in the county.

Coronavirus Disease 2019 (COVID-19)

It is important to note that the process leading up to the Phase II: Community Action Plan to Address Homelessness in Santa Barbara County started in October 2019 with community engagement, and a draft of the plan was completed near the onset of the unprecedented COVID-19 health crisis. COVID-19 has impacted our entire world and especially vulnerable populations, including those experiencing homelessness in Santa Barbara County. This Action Plan does not incorporate impacts, urgent health responses, subsequent financial fallout, and emergency funding available as a result of the Coronavirus.

At the time of finalizing this Action Plan, Santa Barbara County was grappling with responding to the immediate health crisis and planning for the subsequent economic fallout which will disproportionately impact people who are homeless, unstably-housed individuals and families in the region, and various sectors of the Santa Barbara County economy (especially the service and hospitality sectors). The homeless services system and individuals and families who were experiencing homelessness, those who were at-risk of homelessness, and working households who were financially hurt and who may face housing instability and potential housing loss, will be significantly impacted and the region will need to respond appropriately. At the same time, with the crisis may come opportunities to act with urgency, access state and federal funds, and creatively rethink system resources to best meet the immediate and future needs of those whose economic and housing status was impacted by the pandemic.

At the onset of California's shelter-in-place ordinance, a task force assembled to address pressing issues, and meet the following objectives:

- Prevent and mitigate COVID-19 impacts for persons who remain unsheltered through support centers and outreach re-establishing access to showers, device charging, food and hygiene supplies.
- Establish non-congregate sheltering for persons at highest risk of COVID-19 complications.
- Sustain shelter capacity for persons not experiencing COVID-19 symptoms.
- Enhance homelessness prevention and housing activities through increased funding for rental assistance and supportive services.

While COVID-19 has altered the work to address homelessness, this plan lays out goals and strategies identified before the health crisis (Fall of 2019 to early Spring 2020), and as noted above, the community will need to reassess and adjust the plan as Santa Barbara County moves forward and as the region rebounds. There will be additional needs for homelessness prevention support and shelter diversion services, a rethinking of congregate settings, increased medical outreach and education to encamp-ments, and mental health support for families.

Yet many of the guiding principles of this plan: responding with urgency and working in collaboration; as well as goals: creating new shelter beds and Rapid Re-Housing and Permanent Supportive Housing units, and increasing resources for homelessness prevention, remain relevant given the immediate impact of COVID-19 over time.

"... with the crisis may come opportunities to act with urgency, access state and federal funds, and creatively rethink system resources to best meet the immediate and future needs of those whose economic and housing status was impacted by the pandemic."

PHASE II PRINCIPLES

Community-Wide Vision and Guiding Principles

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.*

Collective Guiding Principles for Santa Barbara County Stakeholders – Commitment, Collaboration, and Connection

For Santa Barbara County to reach this vision, the community needs to be guided by a core set of principles that serve as the foundation and create a culture for how the region addresses homelessness. These guiding principles include:

Respond with urgency:

Homelessness is a crisis and needs to be treated as such. All stakeholders must act urgently, deliberately, and with intention to assist those experiencing homelessness as quickly and as collaboratively as possible.

Grounded in community with regular and ongoing communication:

Homelessness is a community-wide issue and impacts everyone in Santa Barbara County. Community leaders and providers must offer ample opportunities for regular and ongoing communication, dialogue, and sharing of ideas with the public, businesses, neighborhood organizations, and others.

Promote cross-sector collaboration and collective support:

The homeless system alone cannot solve the problem. Strengthen connections and coordination among leaders within healthcare, criminal justice, employment, education, and transportation sectors to bridge gaps in services, streamline bureaucratic and regulatory processes, and adopt changes in policies and practices. Homelessness in Santa Barbara County cannot and will not be solved by a single entity. Agencies and individuals across all sectors, through collaboration and working together, will sustain performance and end homelessness.

Incorporate those with lived experience at all levels of planning, policy, and implementation:

People who are currently experiencing homelessness or have previously experienced the situation are resilient and have endured the trauma, loss, and stigma that comes with homelessness. At the same time, they are experts in the issue, and have firsthand knowledge of the daily experience of homelessness and what is needed to solve the problem. Persons with lived experience need to be invited to participate and incorporated in all levels of planning and decision making.

Embrace best practices and be housing focused:

Santa Barbara County stakeholders, including the public sector, homeless services providers, and funders need to embrace best practices and promote them at a system and program level. The system needs to be oriented to helping an individual or family experiencing homelessness access resources including supportive wraparound services and safe, affordable housing as quickly as possible, while ensuring the appropriate wrap-around supports and approaches (trauma-informed care, harm reduction) to meet the needs and ensure housing stability and retention.

Use objective data to drive decision making:

All decisions made regarding programming, new resources, and strategies should be backed up with solid data. HMIS should be valued and regarded as a critical component and be used as a central decision-making resource, as data is interpreted and new strategies are acted upon.

Support homeless services providers and value contribution:

Homeless services providers are experts and have direct firsthand experience interacting and building relationships with, and supporting, people experiencing homelessness. Homeless services providers need to be valued for their extremely hard work on the front lines and need to be a key partner in policy solutions throughout the region.

Maintain transparency and accountability at all levels of decision making:

To drastically minimize homelessness in Santa Barbara County, hard decisions will need be made. Stakeholders will need to be honest, transparent, and accountable for decisions. Decisions must be made in the best interest of those experiencing homelessness while balancing the needs of the entire community around them.

Commit to ongoing performance management and process improvement:

Consistent and ongoing process monitoring and improvement are critical for understanding what is working, what needs to be adjusted, and what additional strategies need to be considered. Measuring performance is not a one-time activity but rather something that needs to be happening on a regular basis with leadership support.

Service day at Johnson Court.

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.

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Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing

Priority 2: Increase the Pool of Funding Available to Provide Housing and Services

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Priority 4: System Management and Maintenance

Regional System Level Goals – Priority Populations, Adding New Resources, and Increasing Performance

The overarching goal as part of the region's vision is to make homelessness rare, brief, and non-recurring for anyone in Santa Barbara County. This vision will not happen overnight and the region needs to set immediate, short-term, and long-term goals to achieve a radical reduction in homelessness across the county. The following identifies five system-level goals with descriptions of need and considerations. These goals are embedded within the Implementation Work Plan in Part 3, along with strategies and actions to achieve them.

In addition to a bold vision and guiding principles, the Action Plan outlines a series of specific goals which build on the goals outlined in Phase I. The Phase II goals below are more detailed in terms of targeted populations and measurable targets in the Implementation Plan itself, but all are aligned with the direction the community initiated in 2019 with the Phase I Plan. Much of the work necessary to meet the goals outlined has already begun, and must be continued. The Phase II Action Plan goals include the following:

Prioritize ending/dramatically reducing homelessness for specific populations

Immediate (October 2020 – December 2021): End homelessness among veterans

Ending veteran homelessness has been a federal priority for several years and is very much in reach for Santa Barbara County. Homelessness among veterans has been on the decline in Santa Barbara County over the last decade with a slight uptick in 2020 when there was a total of 210 Veterans enumerated in the PIT Count. Two hundred ten veterans is a very manageable number of people for the community to come together and house, especially given the amount of existing resources in the region dedicated to homeless veterans. Over one hundred HUD VASH vouchers between the City and County Housing Authorities remain un-utilized until referrals are made from Veterans Affairs to the respective Housing Authority. These vouchers need to be prioritized for use which will take coordinating with the VA (Santa Barbara County is part of the Greater Los Angeles VA Medical Center region) to ensure there is timely case management support for the vouchers and motivation for landlords in the region to accept HUD VASH vouchers. VASH will need to shift from relying solely on existing PSH for housing placements, and more flexibility in terms of transitioning chronically homeless Veterans from VASH to PBV placements is needed. In addition to PSH vouchers through VASH, the region currently has 44 openings of RRH through the VA's Supportive Services for Veteran Families (SSVF) program available through Good Samaritan, New Beginnings, and Salvation Army. Lastly, the Salvation Army operates a 17 bed VA Grant and Per Diem Transitional Housing program providing clinical treatment and housing services for veterans who may need a clean and sober environment to focus on recovery.

Immediate (July 2020 – February 2021): End unsheltered homelessness among youth

The Santa Maria/Santa Barbara County CoC conducts a specific Youth Count to enumerate homeless youth more accurately. In 2020 there were a total of 82 homeless youth, aged 18-24, identified in the youth PIT Count. According to the 2019 PIT Count 83% of unaccompanied youth were living unsheltered. It appears that most homeless youth are known to outreach programs as 61 youth were served annually through street outreach from Oct 2018-Sept 2019. Santa Barbara County has strong, dedicated street outreach with UWNSBC and BeWell leading efforts. The region also has strong, dedicated youth providers engaging youth on the streets including Channel Islands YMCA and Fighting Back Santa Maria Valley. Currently, very little funding is dedicated to this population, but there are opportunities for Federal grants through the

Youth Housing

The Santa Maria Valley Homelessness Youth Prevention Collaborative identified the need to provide a safe place to provide space and time for a family to receive services to help the youth return home.

Homeless Emergency Aid Program (HEAP) funding supported renovation and furnishing of a single-family home to serve runaway and homeless youth with emergency shelter service.

Coordinated Entry System assessment and referrals.

Ongoing support and case management from Fighting Back Santa Maria Valley staff and other service providers.

U.S. Department of Health & Human Services Family and Youth Services Bureau (FYSB) Runaway and Homeless Youth (RHY) program and the U.S. Department of Housing and Urban Development Youth Homelessness Demonstration Program (YHDP). Fighting Back SMV was awarded a regional HEAP grant dedicated to providing outreach, housing navigation, and shelter diversion to homeless youth, and CIYMCA Youth & Family Services was awarded a regional HHAP grant for rental assistance and rapid rehousing and outreach and coordination to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing. Because of these efforts and the relatively small size of the youth population on the streets, reducing street homelessness among youth is within reach. As part of this effort there might be opportunities to engage local colleges, universities, and businesses as many youths could be served through education and employment programs to support their exit from homelessness and enhance their future economic and housing security.

Short term (2021-2024): Prevent and end homelessness for families

Family homelessness has been declining since 2017, with 90 families experiencing homelessness in 2020. The majority of families are staying in shelters, transitional housing, and Safe Parking programs. The emergency shelter system is doing an effective job with helping families move into permanent housing with a 53% success rate of families retaining permanent housing over a 12-month period (Oct 2018 to Sept 2019). When looking at families who exited shelter successfully, 58% did so because of receiving some form of rental subsidy such as a Housing Choice Voucher (Section 8) or RRH. Only 22% of successful shelter exits were able to enter rental housing without a subsidy and 20% left to live with family or friends. This indicates that most families will need some form of rental assistance to exit homelessness successfully. Data from CES demonstrates that RRH is the largest need for families in the region. When looking at families served in RRH annually, only 74 families received assistance, however 73% of those families were successful in RRH. Both shelter data and RRH data indicate a significant need to increase RRH and other rental subsidies if the region wants to end family homelessness.

Additionally, the region needs to prevent families from becoming homeless. There is also a regional need to increase investments in family preservation initiatives, and expand support to include housing specialists and rental assistance for parents involved in the child welfare system for the purpose of keeping families together or helping those parents displaced because of child welfare system involvement and/or court orders mandating family separation. When looking at homeless prevention services, only eight families were served during a year, however all families who received those services were able to avoid homelessness and remain housed.

Longer term (2021-2026): End homelessness for all other populations including unsheltered and chronically homeless persons

Unsheltered homelessness and chronic homelessness are rising. While addressing this population is a longer-term goal, this does not mean that the region should not act now. Activities such as coordinated encampment responses, prioritizing all PSH in the region (not just HUD-funded) for high acuity individuals such as those living unsheltered and experiencing chronic homelessness, and increasing and expanding behavioral health services, can be started immediately. Unlike other populations noted above such as veterans, youth, and families, the resources to address unsheltered individuals, chronic homelessness, and other single adults will primarily include PSH and other affordable housing. This will require new housing production and therefore these resources will take longer to realize.

Increase housing inventory dedicated to homelessness and affordability.

There are not enough temporary and permanent housing resources to meet the need in the region. California state law recognizes that local governments play a vital role in developing affordable housing. In 1969, the state mandated that all California cities, towns and counties must plan for the housing needs of our residents—regardless of income. The Regional Housing Needs Assessment (RHNA) is mandated by State Housing Law as part of the periodic process of updating local housing elements of the General Plan. The RHNA quantifies the need for housing within each jurisdiction during specified planning periods.

There is a need to increase both short-term shelter beds sub-regionally as well as a need to create new homeless dedicated permanent housing resources in the form of RRH, PSH, and long-term housing subsidies countywide. The projected need for new temporary and permanent housing to meet the current and projected demand over time includes: 563 shelter beds, 1,053 RRH slots, 835 PSH units, and 531 long-term housing subsidies. The costs of providing needed services attached to these beds needs to be considered as well:

- 563 new emergency shelter beds: 369 in South County (some through a Crisis Respite Navigation Center), 61 in Mid-County, and 133 in North County. Total new shelter costs are estimated at $9,247,275.
- 1,053 new slots of Rapid Re-Housing: Total new RRH costs are estimated at $11,583,000.
- 835 PSH units: Total new PSH costs per unit are estimated at $18,000 on an annual basis, which include capital, operating subsidies, and supportive services, for a total cost of $15,030,000 for 835 units. The cost to construct 835 units is estimated to be $334,000,000.
- 531 new long-term affordable housing opportunities for homeless households: Total new long-term affordable housing rental voucher assistance is estimated at a total cost of $7,646,400 annually.

While there is a strong need to increase homeless dedicated housing resources identified above, the region needs to also continue to make progress on the state's RHNA 2014-2022 targets that necessitate the creation of over 11,000 new units of housing, including 1,810 units for low-income households and 2,625 units for households with very-low income.[2]

2 *Santa Barbara County Association of Governments Regional Hosing Needs Allocation Plan 2014-2022. At the time of publication, the 2021 RHNS cycle affordability break-down had not been finalized, although the overall RHNA showed an increase countywide.*

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

New Senior Housing

Demand for affordable housing for Santa Barbara's senior population is growing exponentially.

Collaboration between Garden Court Inc. and the Housing Authority and is geared for Santa Barbara's "financially vulnerable" senior population, who will pay 30% of their income for rent.

Community outreach and marketing: "C" couldn't afford housing after the loss of her spouse and was connected to Gardens on Hope through Santa Barbara Rescue Mission.

All 89 units are covered with Project-Based Section 8. A service package includes three meals a day, cable tv and all of the other household services, which is about $400.

Senior Peer Counseling, Religious Services, DASH, IHSS, Food Bank and VA are a few examples of social services and partnerships available at Gardens on Hope.

Create a culture of shelter diversion and prevention across the homeless response system.

Although Santa Barbara County has seen decreases in new persons becoming homeless for the first time over the last several years, over 1,200 people entered homelessness for the first time in 2019. A significant number of people in the 2020 PIT count were living in vehicles, indicating that they are relatively new to homelessness and still have a vehicle that can provide some form of shelter. Homeless prevention resources are minimal in the region and need to be increased. Many people entering homelessness for the first time may not need extensive case management or financial support but need services to quickly resolve their housing crisis. Through the region's HEAP funding, the CoC awarded homeless services providers funds to operate much needed new shelter diversion, criminal justice diversion, and prevention services. These new programs will be evaluated for effectiveness and sustainability. Expanding these efforts along with increased training on shelter diversion and creative approaches to housing retention, and inno-vative strategies such as shared housing, can begin to create a culture of prevention and shelter diversion across the system:

- Ensure there is a centralized access point for homeless prevention assistance and all community stakeholders are aware and can direct at-risk households.
- Integrate a culture of prevention and shelter diversion with key gatekeepers providing human contact and case management rather than distributing funds directly to clients.
- Provide training for service providers on specific approaches and best practices that have demonstrated effectiveness in other jurisdictions. Ma, including but not limited to: California Housing law, ADA, eviction prevention, housing stability/retention strategies, trauma-informed care, motivational interviewing, harm reduction, landlord engagement, and strategies for connecting clients to mainstream resources and employment. Incorporate training for case managers so they are aware of the full array of homelessness prevention and response services, practice of problem-solving, prevention and shelter diversion. Use both the VI-SPDAT (Vulnerability Index - Service Prioritization Decision Assistance Tool) and a housing placement risk assessment tool at the front end of social services. Ensure data related to tracking returns to homelessness (RTH) is accurately entered into HMIS and that data is evaluated for common risk factors to be used as part of a prevention strategy.
- Support, expand, and improve eviction prevention programs, including mediation, dispute resolution, and legal services and establish/expand a flexible eviction-prevention fund for clients. Bridge communication gap between legal aid providers and housing providers; model or expand the City of Santa Barbara's rental housing mediation task force.
- Support, expand, and improve upon discharge planning from criminal justice, health care, foster care, and other institutional settings.

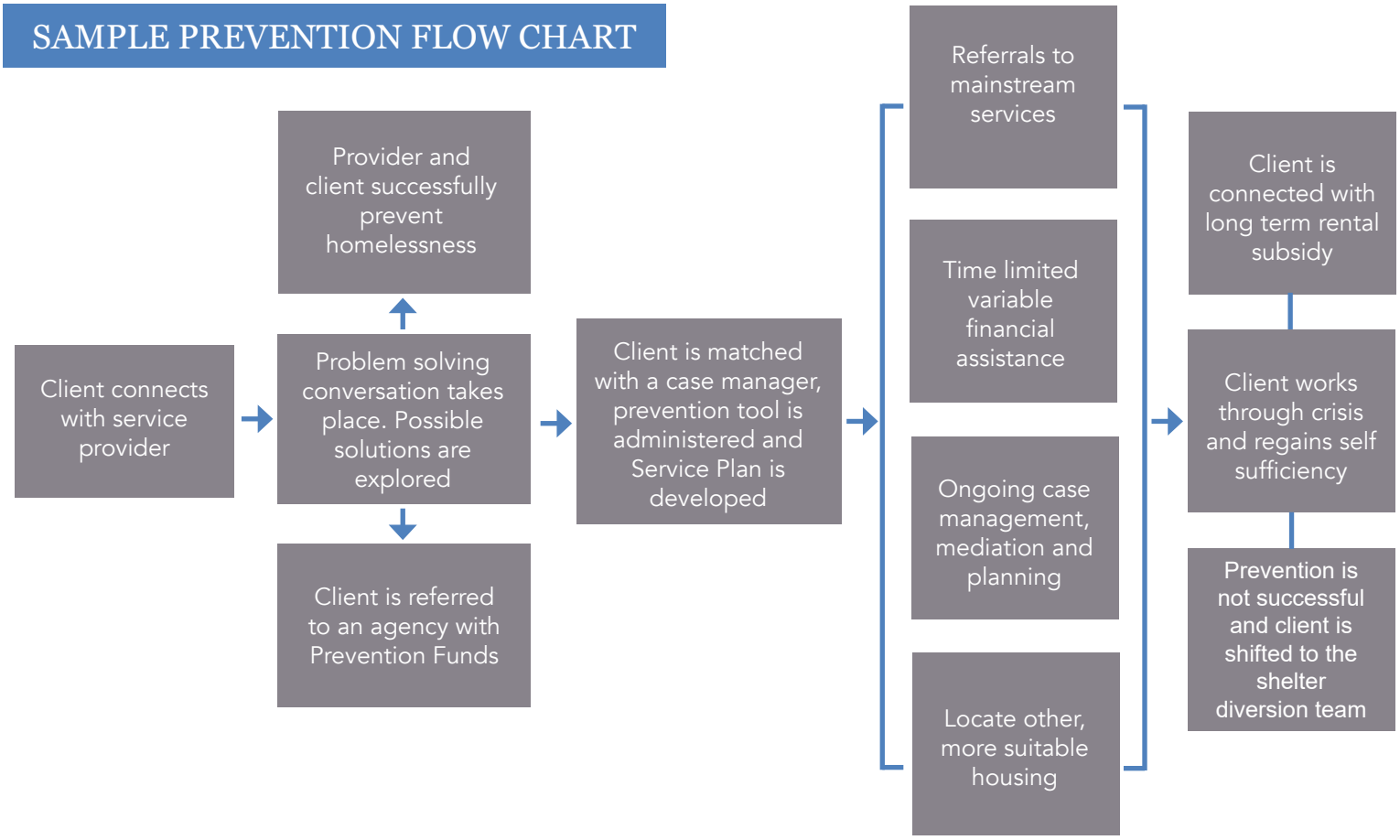
Improve overall homeless system performance.

There is a need to increase overall participation in the homeless crisis response system that includes ensuring homeless services agencies are participating in CES and entering data in HMIS. Although HUD can only require programs receiving CoC and ESG funds to participate, CES is designed for use of the entire homeless system and resources, not just those that are HUD funded. Similarly, HMIS is required by HUD and state funding, but HMIS is not just for programs receiving those funds. HMIS should serve as a regional database for all homeless services and assistance and should be viewed beyond just an activity that needs to be done to receive funding; rather, as a robust, person-centered care management tool and a system-wide planning tool to understand performance, identify gaps, and integrate data across sectors such as healthcare and criminal justice system. There is also a need to increase overall performance across the system. Current system performance was detailed earlier, and although there are some measures that are trending in the right direction, there are others - such as decreasing the length of time homeless, increasing successful placements into housing, and decreasing returns to homelessness – where performance can be improved.:

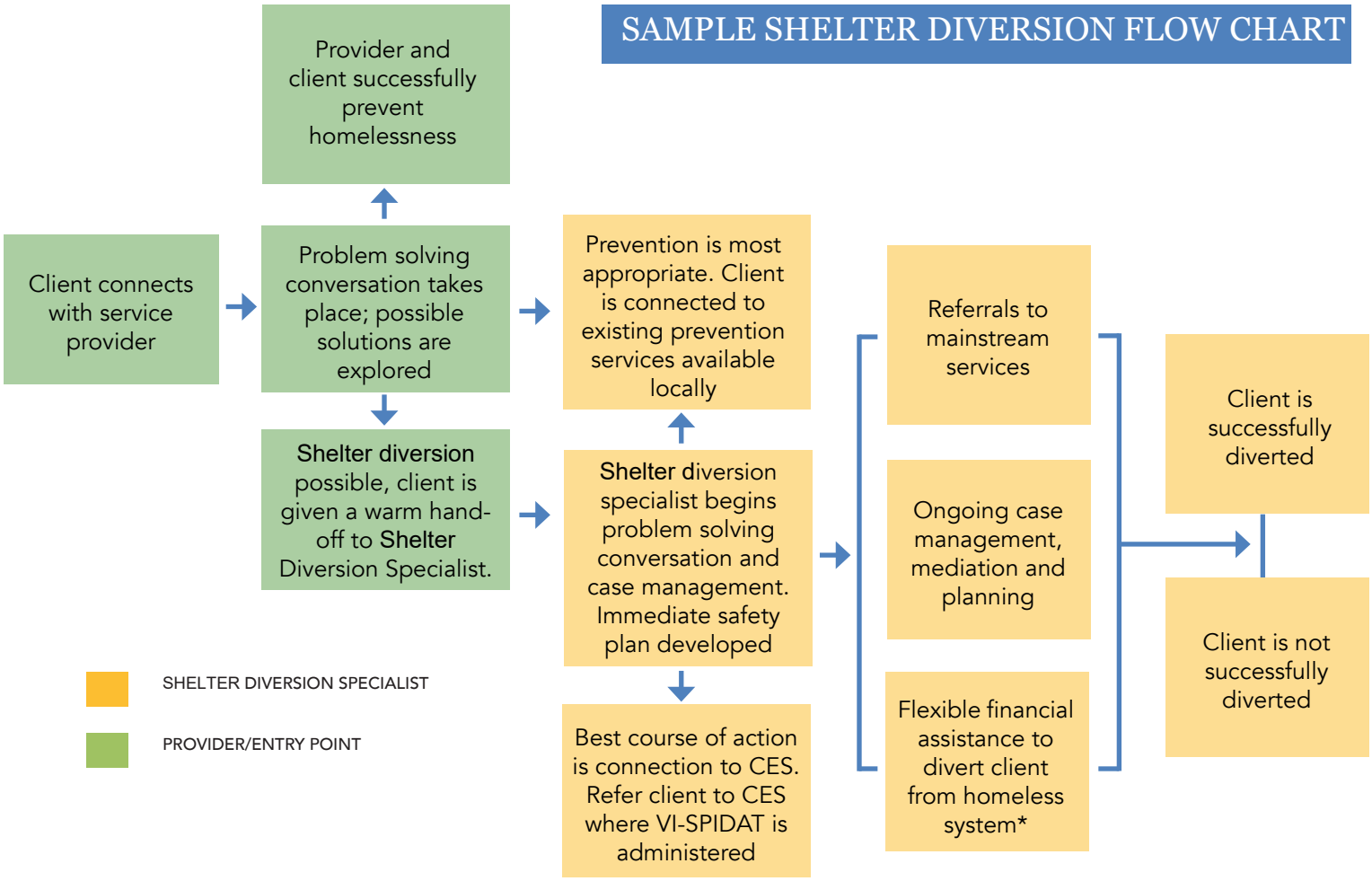
- Decrease length of time homeless
- Increase successful placements from street outreach, emergency shelter, transitional housing, and RRH; and, increase retention in PSH
- Decrease returns to homelessness

> *"HMIS should serve as a regional database for all homeless services and assistance and should be viewed beyond just an activity that needs to be done to receive funding; rather, as a robust, person-centered care management tool and a system-wide planning tool ..."*

SAMPLE PREVENTION FLOW CHART



SAMPLE SHELTER DIVERSION FLOW CHART



Examples of financial assistance include:

- Background check payment assistance
- Certification/license fees related to employment
- Criminal justice and legal assistance
- Food card
- Interpreter payment assistance
- Landlord fees
- Moving cost
- Security deposit
- Transportation
- Utility bill payment assistance
- Work or education related materials

Successful shelter diversion:

- Rental by client, no housing subsidy
- Rental by client, other (non-VASH) housing subsidy
- Rental by client, VASH subsidy
- Staying or living with family, permanent tenure
- Staying or living with family, temporary tenure (e.g., room, apartment or house)
- Staying or living with friends, permanent tenure
- Staying or living with friends, temporary tenure

Unsuccessful shelter diversion:

- Emergency shelter, including hotel or motel paid for with emergency shelter voucher
- Foster care home or foster care group home
- Hospital (non-psychiatric)
- Hotel or motel paid for without emergency shelter voucher
- Jail, prison or juvenile detention facility
- Place not meant for habitation
- Psychiatric hospital or other psychiatric facility
- Safe Haven
- Substance abuse treatment facility or detow center
- Transitional housing for homeless persons (including homeless youth)

- Shelter diversion specialist will be available 24/7
- CES entry points will have a "Shelter Diversion Champion"
- DS will be housed under a separate entity (RFP required
- Shelter diversion activities will be entered into HMIS
- Ongoing shelter diversion training will be provided to all providers, regardless of CoC involvement
- DS will follow up with successfully diverted clients within 30 days

Coordinated Entry System

New Beginnings Counseling Center staff served as a housing navigator and provides ongoing case management

Independent Living Resource Center provided a laptop for "K" to research housing opportunities.

Thanks to HACSB Mainstream Vouchers and TBRA, housing was made affordable.

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.

Achieve Continuum of Care strategies and benchmarks approved in 2019.

In August 2019, the CoC Governing Board adopted specific strategies to improve the system of care. Many of the strategies and subsequent actions are in progress with some already accomplished, along with remaining strategies and actions incorporated in the Phase II Action Plan. The region needs to support the CoC with achieving the strategies adopted through a Leadership Structure to incorporate convening of Elected Leaders Forums to Address Homelessness, County Department meetings through Homeless Inter-Agency Policy Council (HIAPC), jurisdictional representation at Santa Maria/Santa Barbara County Continuum of Care (CoC), and the continuation of the COVID-19 Homeless/ Housing Task Force:

1. Increase Homeless Management Information System (HMIS) bed coverages to 85%
2. Address individuals and families at risk of becoming homeless and increase the rate at which individuals and families in emergency shelter, transitional housing, and rapid rehousing exit to permanent housing
3. Re-house families with children within 30 days of becoming homeless
4. Increase the rate at which individuals and families in permanent housing retain their housing or exit to other permanent housing and minimize returns to homelessness
5. Increase access to employment, volunteerism, and community service and promote partnerships and access to employment opportunities with private employers and private employment organizations
6. Increase non-employment cash income (mainstream benefits) and increase access to other cash income/ SSDI and SSI

SUPPORT NETWORK

"S" did not have access to mental health services and did not have a support network.

Client was sleeping in shelters and outside.

Referred to Emergency Shelter: Non-Congregate Shelter.

"S" was connected to services, began to receive treatment, and developed a support network

"S" is now feeling much more positive about her self and the future.

PHASE II ACTION PLAN: IMPLEMENTATION WORK PLAN

Homelessness in Santa Barbara County is a regional issue that will require region-wide commitment, collaboration, and action. This plan outlines steps for the community to address homelessness and advance a high functioning, well-resourced homeless crisis response system. However, the region needs to simultaneously address larger structural issues that impact homelessness, including: poverty, income levels, deficiency in living-wage employment, housing availability, and housing affordability, for there to be meaningful changes in homelessness levels and a thriving environment for everyone living in Santa Barbara County. Solutions will require sustained support and funding, with leadership and political courage to explicitly identify and unequivocally work to resolve systemic challenges.

"These efforts require collective buy-in, common vision and guiding principles, use of data to identify specific homeless intervention needs, and goal-setting with specific strategies, priorities, and action steps. With sustained support and courage, homelessness is solvable."

Building on past initiatives, current Santa Barbara County stakeholders – including elected officials, local governments, homeless services providers, the homeless Continuum of Care (CoC), business and philanthropic leaders, faith-based organizations, and healthcare partners – have increasingly been working together to create a system-level, cross-sector response to homelessness. People who have experienced – or are currently experiencing – homelessness are needed at every level of decision making.

The Phase II Implementation Work Plan brings into focus the additional needs for homelessness prevention support and shelter diversion services, a rethinking of congregate settings, increased medical outreach and education to encampments, and mental health support for families. Yet many of the guiding principles of this plan: responding with urgency and working in collabo-ration; as well as goals: creating new shelter beds and Rapid Re-Housing and Permanent Supportive Housing units, and increasing resources for homelessness preven-tion, remain relevant given the immediate impact of COVID-19 over time.

This Phase II Action Plan and the following Implementation Work Plan is intended to be used as guide to direct the work of those responsible for overseeing the plan implementation. Timelines are based on factors such as projected cost and funding availability, staff resources, service provider workload, and construction estimates. It includes key strategies and subsequent priorities (identified from the Phase I plan) and actions. Each action includes suggested community partners, the timeline for accomplishing each action based on the date the Action Plan is adopted, and potential resources although some are "to be determined" at this time. It is critical that Santa Barbara County establish a driven regional leadership structure among elected leaders, staff, and community stakeholders, for Action Plan implementa-tion, including the roles of stakeholders in championing the larger vision and goals of the plan, and in managing day to day responsibilities to ensure that specific actions are in progress and performance is monitored to ensure accountability at all levels.

These efforts require collective buy-in, common vision and guiding principles, use of data to identify specific home-less intervention needs, and goal-setting with specific strategies, priorities, and action steps. With sustained support and courage, homelessness is solvable.

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 1: Increase Access to Safe, Affordable Housing							
Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Educate key stakeholders on the need for affordable and supportive housing	• There is currently not enough affordable and PSH in the county to meet the need to effectively address homelessness. • Homelessness at its core is a housing problem, however there is a need to ensure that there is an appropriate amount of funding, as well as quantity, quality/level, and type of services paired with housing. • Political will and public acceptance are critical for the creation of new affordable housing and PSH. • Understanding newer state legislation is important.	• Convene "elected leaders forums" on a regular basis and ensure that affordable housing issues are a key part of the agenda. • Educational sessions modeled after Santa Barbara City Council PSH Presentation should be expanded countywide. • Housing providers could also educate service providers about the very real challenges and obstacles related to housing retention/eviction prevention.	Elected Leaders – County Elected Leaders – Cities Housing Authority of the County of Santa Barbara Housing Authority of the City of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) Capital Loan Committee Cities-county joint affordable housing task group	Staff time	TBD		Started 2019

Strategy 1: Increase Access to Safe, Affordable Housing							
Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Create 1,053 new slots of Rapid Re-Housing	• There is a significant lack of RRH across the region. • RRH is the most in-demand resource, per CES data, and is the least resourced intervention in the region. Families are in the greatest need of RRH according to CES data. • Current RRH programs are successful with 70% of those who received it exiting to permanent housing. • Increasing RRH resources will positively impact shelter system by increasing successful exits from shelter, decreasing length of stay, and increasing shelter capacity in the system by increasing bed turnover. • RRH is appropriate for all populations including families, youth, and single adults with moderate acuity.	• RRH can be easily created because it does not require new development or a facility; however, existing units that are affordable in the rental market are needed. • RRH will be a primary intervention for addressing family homelessness and partnerships will need to be created for employment support and childcare. • Add more flexibility to Rapid Re-Housing efforts via additional sources of funding. • Ensure RRH programs for singles and families are available countywide and have flexibility in service provision and the amount of time in the program. There will be a need to have some households in RRH programs for a sustained length of time (i.e. up to 24 months or more).	BeWell (SB County Dept. of Behavioral Wellness) CommUnify (aka Community Action Commission) DSS (County of Santa Barbara Department of Social Services) Employment navigation agencies (ex: EDD, WIB, homeless service providers) Food providers (ex: FoodBank, SYV Fruit & Veggie Rescue, The Salvation Army) Homeless Services Providers – Rapid Rehousing Housing Authority of the County of Santa Barbara Housing Authority of the City of Santa Barbara Legal advocacy organizations (ex: Legal Aid Foundation, tenants' rights groups) Family Resource Centers network Private market landlords Private/Philanthropic funders		State funding – one-time (HEAP, CESH, HHAP, etc.) State funding – ongoing Permanent Local Housing Allocation (PLHA) funding Santa Maria / Santa Barbara County Continuum of Care (CoC) funding Funding from Federal Emergency Solutions Grants Program (ESG) Funding from State Emergency Solutions Grants Program (ESG) Veterans-specific funding (ex: SSVF, VASH) Private/philanthropic funding	Create 50% of needed resources within 2 years Create remaining resources within 4 years	
Create regional inventory map of all available or underutilized public and private lands for housing	• There is currently no single inventory of available/underutilized properties countywide to be used for regional planning for new development, acquisition, and rehab. • Public sites include city-, county/unincorporated-, state- and federally-owned, and transportation-agency-owned. • Private sites include church-owned, non-profit-owned, and private parcels.	• A single comprehensive inventory list/map of potential properties/land across jurisdictions with various zoning types is needed for regional planning and to promote equitable geographic spread based on sub-regional needs. • Identify potential zoning changes and processes.	Cities in Santa Barbara County CalTrans County of Santa Barbara Faith-based organizations Faith-Based community (churches with parking lots) Federal agencies (ex: armory) Non-profits State agencies County Planning and Development Real estate associations SBCAG (Santa Barbara County Association of Governments)	Technology /software Staff time	Other	12 months	

Strategy 1: Increase Access to Safe, Affordable Housing							
Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Streamline a comprehensive process for planning and input for proposed new developments	• Numerous stakeholders have voiced a need for a comprehensive planning process for new development. • A critical component is a comprehensive planning and community outreach process for proposed new development to ensure the general public is aware of a project, can learn and ask questions, and provide feedback. There is a need to really emphasize building community support of developments through this process of education and input gathering. • The process will need to balance the urgency of bringing on new resources with the need to ensure there is a comprehensive process for input. • Elected leaders, local governments, developers, and the public should understand new "by right" legislation for affordable and PSH, and use this strategy to move forward with projects that meet the criteria.		Advocates/advocacy networks Communications and public relations professionals Elected Leaders – County Elected Leaders – Cities Elected Leaders – State Non-profits Developers – PSH	Staff time		12-24 months	

Strategy 1: Increase Access to Safe, Affordable Housing							
Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Create 835 new units of Permanent Supportive Housing	• PSH provides subsidized, affordable housing with intensive wrap-around services targeted to those most in need, with significant challenges, and with one or more disabling conditions. • Expand PH beds and units (along with adequate supportive services to maintain stability) available to individuals and families experiencing homelessness. • Support and expand supportive housing and affordable independent housing programs throughout the County. Programs should represent a diversity of configurations (e.g., single site, scattered-site) and supportive service approaches in order to accommodate the diversity of needs and offer choices to homeless households prioritized for housing placement. Supporting a diversity of housing providers will allow nonprofit affordable housing providers to have the means to contribute more dedicated beds. • Although the region has significantly increased the supply of PSH (774 units in 2016 compared to 962 in 2019 – includes Other Permanent Housing units), there are currently not nearly enough PSH units to meet the demand. • PSH is a proven, evidenced-based model that uses the Housing First approach. It has been effective in ending chronic homelessness, specifically for those who are more vulnerable and who have mental health and substance use disorders. • PSH in the county is successful at keeping people permanently housed with a 97% retention/successful exit rate in 2019 as measured by HUD (figures only include PSH programs that enter data in HMIS). • State legislation such as AB 2162 made it easier to site new PSH. • The CalAIM proposal includes Medi-Cal funding for "Tenancy Supports" could be leveraged for supportive services. • Although the length of time in PSH is indefinite, many communities are working to move people on from PSH who may no longer require the intensive services however many still need subsidized housing. Consider adopting a countywide "Moving On" strategy. This would be a way to free up existing low-barrier PSH units in a more intentional, strategic and comprehensive fashion. PSH with intensive services is costly and should be prioritized for those that need it most. Create incentives for Moving On.	• Create new units through new development, acquisition/rehab of hotels/motels, single family homes, and others. Is it worth creating a sub-strategy that is specific to PHA-owned/managed PSH sites, since the retention rates are different, and the challenges are often greater when creating large, congregate-style PSH sites that include PBV or similar subsidy types? The seriousness of criminal activity and the impacts to community and neighborhood are amplified in larger congregate settings. Adherence to federal regs (preponderance of evidence) also influences management of PSH sites. Addressing the true realities of managing large PSH sites seems like a separate need. • Create new units through a scattered-site model by pairing housing vouchers or other rental assistance/subsidy with intensive wrap-around services such as Assertive Community Treatment programs or other MHSA programs through BeWell. • Create new units through master leasing. An example of this from the past was the SHIA Vouchers, a multi-agency collaborative that housed high acuity clients (pre-ACT program) with targeted vouchers. • Convert existing Other Permanent Housing (OPH) units and some Transitional Housing to PSH upon turnover of those units. • Train and build capacity of current and prospective service providers. Develop agreed upon strategies, dialogue and actions among permanent housing providers.	BeWell (SB County Dept. of Behavioral Wellness) CenCal Federal/state liaisons/partners Continuums of Care (regional, state-wide, nation-wide) Homeless Services Providers – Permanent Supportive Housing Housing Authority of the County of Santa Barbara Housing Authority of the City of Santa Barbara Private/Philanthropic funders		Santa Maria / Santa Barbara County Continuum of Care (CoC) funding Veterans-specific funding (ex: SSVF, VASH) Low-Income Housing Tax Credits Medi-Cal Mental Health Services Act (MHSA) funding No Place Like Home Program (NPLH) funding Private/philanthropic funding SAMHSA GBHI (Grants for the Benefit of Homeless Individuals) State funding – one-time (HEAP, CESH, HHAP, etc.) State funding – ongoing HOME Tenant-Based Rental Assistance (TBRA)	Create 50% of units within 3 years 100% within 10 years	

Strategy 1: Increase Access to Safe, Affordable Housing							
Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Create 531 affordable housing subsidies dedicated to homeless households	• Santa Barbara County's high-cost rental market creates a need to provide dedicated, affordable housing subsidies to sub-populations who, because of their income levels, will never be able to afford 100% of housing costs when they exit short-term rental assistance with services such as RRH. Ensure/adjust homeless preferences on voucher programs within City and County Housing Authorities as necessary. Align policies to the extent possible. • In November 2019 HUD awarded the City of Santa Barbara Housing Authority with 49 new mainstream vouchers and the County of Santa Barbara Housing Authority with 52 vouchers. These vouchers are for individuals aged 18-61 who are homeless or at-risk and have one of more disabling conditions.	• Attach deep subsidies (traditional Housing Choice Voucher) or shallow subsidies (locally funded) at the end of RRH for households who may need longer-term rent support but no longer need services. • Populations may include seniors, those affected by one or more disabling conditions, individuals who are on a fixed income such as SSI/SSDI, and working families. • Ensure use of already available subsidies (i.e. 129 unused VASH).	Housing Authority of the County of Santa Barbara Housing Authority of the City of Santa Barbara Private/Philanthropic funders Child Welfare Services	Broader supports paired with other resources HUD Family Unification Program (FUP) Vouchers HUD Housing Choice Vouchers HUD Mainstream Vouchers	Bond measure State funds for rental assistance (for shallow subsidies)	Create 50% of resources within 3 years Create Remaining resources within 6 years	

Strategy 1: Increase Access to Safe, Affordable Housing Priority 2: Increase the Pool of Funding Available to Provide Housing and Services							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Maintain a comprehensive list of funds dedicated to homelessness	• Having a current and comprehensive understanding of all funding dedicated to addressing homelessness is important to ensure funds are aligned, not duplicative, used for effective strategies, and to identify gaps.	• List needs to be maintained and regularly updated.	County of Santa Barbara Cities in Santa Barbara County Private/Philanthropic funders	Staff time		6 months	
Coordinate and align all regional funding for homelessness	• There are not enough resources to meet the need, so funding alignment is critical to create maximum impact. • Because most funding is competitive, it can sometimes feel like a zero-sum game, where some providers or types of service providers come up short. • Various funding sources go to different public agencies in the region. • New state funding such as HHAP requires the region to coordinate funding.	• There may be a need to create a forum for housing and service providers to be able to come together (perhaps without funders) to discuss needs, and ways to ensure each other's projects are successful and staffed/funded at appropriate levels.	County of Santa Barbara Cities in Santa Barbara County Private/Philanthropic funders	Staff time Broader supports paired with other resources		Ongoing	
Ensure regional capacity to apply for/receive all new funding from the state for housing, homelessness	• The region has not been successful in pursuing/securing many federal and state opportunities because of capacity issues and readiness. • The state is going to continue to provide opportunities for funding for homelessness as well as healthcare and other sector funding that touch homelessness. • The region needs to be ready for funding opportunities that require coordination.		County of Santa Barbara Cities in Santa Barbara County Private/Philanthropic funders Policy/legislation tracker(s)	Staff time		Ongoing	
Align contracting expectations/ best practices across funders	• Contracting expectations and language should strive to be uniform across public and private sector entities to ensure regional funding from various entities are aligned for impact. • There needs to be alignment of expectations and best practices across the public sector as well as the private sector. • Universally aligned contracting procedures will streamline processes for applicants.		Cities in Santa Barbara County County of Santa Barbara Foundation Roundtable, Funders Collaborative Private/Philanthropic funders	Staff time		Ongoing	
Increase the percentage of homeless individuals served in mental health and substance use disorder treatment programs	• There are over 1,000 people served annually with homeless assistance that have a self-reported mental illness, and in the 2019 PIT Count there were 365 persons with severe mental illness. • The behavioral health system is complex, and agencies should be able to more easily navigate the "system" so that some services are easily identifiable and accessible for clients ranging from Mild/Mod to SPMI. • Percentage of Assertive Community Treatment (ACT) patients who are/were people experiencing homelessness	• Mental health and substance use services need to be targeted, accessible and available to homeless households, especially those experiencing unsheltered and chronic homelessness. • There is a specific need for additional MH services for non-SPMI individuals and/or those that do not successfully engage in BeWell services • Percentage of Assertive Community Treatment (ACT) patients who are/were people experiencing homelessness	BeWell (SB County Dept. of Behavioral Wellness) PHD (SB County Department of Public Health) Behavioral health providers (ex: PathPoint, NBCC, FSA)		Mental Health Services Act (MHSA) funding Medi-Cal		

Strategy 1: Increase Access to Safe, Affordable Housing Priority 2: Increase the Pool of Funding Available to Provide Housing and Services							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Ensure all cities have an inclusionary zoning policy for new development	• Inclusionary zoning ordinances can help create affordable units within new developments or provide funding in the source of "in lieu" fees. • Some cities within the county have adopted ordinances and others are in various stages of the process.		Cities in Santa Barbara County Elected Leaders – Cities Advisory commisions/committees (ex: Planning, Transportation)	Staff time		12-24 months	
Plan for a regional tax/bond local housing revenue creation program	• There is a need to have a local source of funds dedicated to affordable housing and/or homelessness. • Although there is increased funding from the state, it may not be enough, and it is unsure if those funds are continuing year over year. • Other California cities and counties have moved forward successfully with voter approved bonds or tax measures.		Advocates/advocacy networks Communications and public relations professionals Elected Leaders – County Elected Leaders – Cities Feasibility study partner/leader Homeowner Associations			12-24 months	
Further strategically engage healthcare partners to collaboratively address homelessness and housing	• Healthcare partners have an increased stake in addressing social determinants of health, of which housing is a core determinant. • Maximize opportunity to engage partners in new Whole Person Care pilot. • Healthcare partners - both CenCal and local hospitals - have made investments in various pilots and programs regionally that could be expanded upon. • There will be immediate opportunities within the CalAIM proposal for enhanced partnership with CenCal and homeless system. • State legislation such as SB 1152 requires hospitals to have appropriate discharge policies in place for homeless patients. • The homeless system should engage healthcare partners to jointly fund opportunities that benefit both the homeless system and the healthcare system.		CenCal Cottage Health System Dignity Health Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics)	Staff time		Ongoing	
Engage CenCal in the planning and implementation of the State's CalAIM proposal	• The CalAIM proposal includes potential funding for housing navigation, tenancy supports, housing deposits, and medical respite care through the "In Lieu of Services" section. • CenCal would be responsible for how these efforts are implemented in the county.		CenCal County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		6 months	

Strategy 1: Increase Access to Safe, Affordable Housing

Priority 3: Expand and Enhance the Shelter System and Implement Best Practices

Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Create 563 new low-barrier emergency shelter beds	• There are not enough shelter beds available to meet the need. All shelters in the region have lengthy waiting lists and a significant portion of the population experiencing homelessness is unsheltered. Increasing shelter beds was a significant item raised by stakeholders throughout the plan development process. • With a more housing-focused shelter system and additional permanent housing resources, lengths of stay in shelter should continue to decrease and successful exits should increase, thus improving overall system performance. • The need for shelter beds varies regionally based on population need and existing beds. There is a need to create 369 new beds in South County (some through a Crisis Respite Navigation Center), 133 beds in North County, and 61 beds in Mid-County. • Bed projections are based on having an "ideal system" where a bed turns over every 90 days.	• Strategies for increasing new shelter beds include identifying new sites (single-site or scattered-site), underutilized properties, increasing beds at existing sites, and potentially engaging landlords who operate vacation rentals to determine if some rentals could be used as temporary housing in the off-season or for immediate short-term shelter opportunities on an as-needed basis. • Strategies for creating dedicated shelter beds by type (i.e. opening a women's shelter; or shelter beds for seniors, etc.). • Use countywide emergency shelter declaration to accelerate new shelter resources and by-pass previous hurdles. • Bed projections are based on having an "ideal system" where a bed turns over every 90 days.	Homeless Services Providers – Emergency Shelter County of Santa Barbara Cities in Santa Barbara County Santa Maria / Santa Barbara County Continuum of Care (CoC)		State funding – one-time (HEAP, CESH, HHAP, etc.) State funding – ongoing Funding from Federal Emergency Solutions Grants Program (ESG) Funding from State Emergency Solutions Grants Program (ESG) Private/philanthropic funding	Create 50% of resources within 2 years Remaining resources within 5 years	
Identify sites for additional shelter programs	• Ensure people have immediate access to low-barrier shelter in the community by identifying sites based on need in each jurisdiction. • Use the comprehensive site inventory/map for affordable and supportive housing to identify potential sites for shelter.		County of Santa Barbara Cities in Santa Barbara County Neighborhood associations Advocates/advocacy networks County Planning and Development	Staff time		6 months	
Engage CenCal and hospitals in creating new Medical Respite Care beds	• Medical respite beds are temporary shelter beds for homeless individuals transitioning from an acute care hospital setting to the community and who still require some level of healthcare follow up and services. • Currently CenCal and Cottage Health System are funding respite beds at different shelter locations and with Medi-Cal funding could be expanded. • The CalAIM proposal will potentially provide Medi-Cal funding for medical respite/recuperative care beds. • In many cases, PSH providers have taken on many of these critically ill folks who most likely need a higher level of housing support - such as Skilled Nursing. Better coordination is needed to ensure property housing placements between the shelter system and PSH providers.	• Respite beds could be expanded as the region adds new shelter programs or respite beds could be incorporated into a single site.	CenCal County of Santa Barbara Cottage Health System Dignity Health Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics) Respite care providers (ex: PATH and Good Samaritan Shelter)				

Strategy 1: Increase Access to Safe, Affordable Housing							
Priority 3: Expand and Enhance the Shelter System and Implement Best Practices							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Identify new sites for alternative housing models and vehicular parking programs across the county	• According to the 2019 PIT Count 27% of the population are living in vehicles. • The Safe Parking Program operated by New Beginnings Counseling Center is recognized as a long-standing successful model. • Currently the program has over 125 spaces across 24 lots primarily in South County with a waiting list of up to 3-5 months for a parking space.	• Develop a communications strategy. • Ensure that overnight parking program models include overnight staffing. • Identify at least 5 new sites within 6 months to accommodate at least 50 vehicles	Cities in Santa Barbara County County of Santa Barbara Faith-Based community (churches with parking lots) Faith-based organizations Homeless Services Providers – Street Outreach Safe parking program(s) Owners/managers of underutilized parking lots (e.g. schools, shopping centers, etc.)	Parking lots (public and private)	State funding – one-time (HEAP, CESH, HHAP, etc.) State funding – ongoing Funding to operate program and services		
Identify the need for Transitional Housing or Recovery Housing for special sub-populations	• Community feedback voiced a need for multiple housing options across a spectrum including sobriety housing options. • Ensuring there is a wide array of choice in housing options for people experiencing homelessness is critical. A portion of the population may choose a sober-living, structured environment. Multiple housing options/types need to exist and there should be much more flow overall within the continuum of housing options. • Enhancing the shelter system includes building collaboration between shelter providers and permanent housing providers. Exits from shelters may not be successful without a warm hand-off and adequate supports being put into place. PSH providers are being asked to house folks that are often critically ill and/or lack needed support from referring agencies. There could more collaborative case planning. • BeWell has been successful with operating models providing transitional housing that master lease single-family homes to provide housing and services to 4-5 individuals per home with onsite 24/7 staffing. More of this is needed. Transitional housing is needed both as a stepping stone into PSH, and for people who regress as a "step down" option.	• Determine how much of this type of housing is needed given the population and how to target this type of housing to specific sub-populations (those seeking abstinence-based housing, TAY, those exiting criminal justice settings, and those fleeing domestic violence). • The County of Santa Barbara opted into the Drug Medi-Cal Organized Delivery System Waiver and went live in 2018. DMC provides funding for substance use treatment services (recovery services, case management, etc.) that could be paired with housing to create recovery type housing environments (recovery residences) with services.	BeWell (SB County Dept. of Behavioral Wellness) County of Santa Barbara Substance Use Disorder programs (ex: CADA) Santa Maria / Santa Barbara County Continuum of Care (CoC)	Drug Medi-Cal / Organized Delivery System Waiver	Funding for transitional housing models Mental Health Services Act (MHSA) funding		

Strategy 1: Increase Access to Safe, Affordable Housing Priority 4: Develop and Improve Partnerships with Landlords to Secure Housing in the Private Rental Market							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Create a coordinated, regional landlord-engagement strategy and a centralized system with uniform messaging to engage private landlords in all regions	• Build on efforts by Partners in Housing Solutions, PATH Lease Up Program, HomeShare, and PHAs' signing and referrals bonus programs/incentives.	• Continue and expand efforts to build relationships with landlords who will agree to rent to program clients who would otherwise be screened out, including by establishing/expanding a risk mitigation fund and/or landlord incentive fund. • Create new housing and use the existing private rental markets by engaging current/prospective landlords. • Create a public messaging campaign aimed at community landlords to dedicate units to homeless households. • Implement 100-day challenges with engaging landlords around leasing units to specific populations, in particular veterans, families, and youth.• Region could consider creating a centralized regional landlord entity or dividing landlord engagement efforts on a sub-regional basis. Messaging to landlords across the region needs to be consistent. • 24/7 landlord liaison services, recognize long-term landlords in the community, and incentive payments to landlords • Incorporate housing-unit-inventory platform for real/near real time unit vacancy. • Region should also consider expanding "master leasing" strategies to secure dedicated units for homeless households across the region.	Housing Authority of the City of Santa Barbara Housing Authority of the County of Santa Barbara Homeless Services Providers – Landlord Incentives Property Management Associations (ex: Santa Barbara County Rental Property Association) Private market landlords Landlord Associations		State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.) Private/philanthropic funding	12 months	
Ensure centralized entity or sub-regional entities have flexible funds	• Having flexible funds for housing lease-up and retention is important. Funds should be used for the following: landlord financial incentives, holding fees, deposits, rental/utility arrears, and damage/mitigation funds. • There is a need to incorporate case management into rapid resolution/flexible funding. • There is a need for housing navigation assistance through CalWorks eligibility issues, especially for: Parents/families with kids in foster care, trying to get back on their feet, Criminal history, Cleaning up credit history	• Create public and private partnerships across jurisdictions to contribute to a landlord fund to be used in jurisdictions. Engage health care and private sector for additional funding. • Support and expand housing navigation efforts, which includes the development of tools to be shared across the CoC (e.g., lists of available units/participating landlords in the private market).	Housing Authority of the City of Santa Barbara Housing Authority of the County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Private/Philanthropic funders Coordinated Entry System Lead Agency	Medi-Cal CalAIM (if approved in future budgets)	State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.) Private/philanthropic funding	12 months	

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 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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Engage homeless services providers to implement best practices and visions for robust services; examine and discuss the barriers to staying housed and create specific actions and alternatives	• Region has dedicated and passionate providers, but there are not many common guiding principles or agreements to unify providers. • Engagement, flexible, and voluntary services are not clearly defined, resulting in varying levels of interpretation and practice across the region. • This should not just include providers funded by CoC/ESG funds	• Engage providers on specific training topics and needs based on ideal vision of service provision. Part of engagement could be creating "listening sessions" among providers of various types to better understand and meaningfully address one or two of the needs within each service sector (housing providers, service providers, behavioral health providers, outreach, etc).	Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Homeless Services Providers	Training Staff time	Funding for training	9 months	
Regularly update and ensure adherence to CoC Written Standards to promote best practices	• The CoC has a current set of standards that guide all interventions including homeless prevention, street outreach, emergency shelter, transitional housing, RRH, and PSH. • The standards are not well followed and there is no structure for evaluating adherence to the standards. • Enhancing the standards to ensure service quality and fidelity to best practices would support first steps toward these monitoring activities. • There needs to be ongoing education and training around standards. This needs to be made more appealing somehow to a broader group of providers. Many are reluctant to participate or have grown weary of HUD or CoC mandates. • There does not appear to be regular monitoring of services beyond basic contract compliance requirements such as eligible expenses. • The standards should be followed by all programs providing homeless assistance regardless of funding source and should be viewed as regional standards. • Public and private funders should use the standards and tie funding to these expectations. • The CoC needs to have a system in place for regular ongoing monitoring of services and provide		Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Homeless Services Providers	Staff time		ongoing	

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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Provide regular Housing-Based Case Management trainings/ learning collaboratives focused on housing retention	• Retention services in PSH and RRH vary greatly across the region.	• There is a need to provide in-depth training on housing retention services that incorporate a housing focus when it comes to addressing substance use and mental health, working with landlords, coordinating employment, and other strategies. • Review current post-placement housing retention/stability services to determine current practices in place and identify barriers to housing stability and retention. Develop a wrap-around services checklist, including goals and benchmarks before move-in, throughout move-in, and other ongoing key steps. • Support, expand, and improve eviction prevention programs, including mediation, dispute resolution, and legal services and establish/expand a flexible eviction-prevention fund for clients. Bridge communication gap between legal aid providers and housing providers; model or expand the City of Santa Barbara's rental housing mediation task force • Analyze specific examples of past housing placement challenges (evictions): What are the specific situations (impacts/behavior) that often lead to evictions (that cannot be mediated or prevented)? How can we learn from these examples, and how can we put in place a system for re-housing folks (at other sites or with other agencies)? • Consider developing intensive, multi-disciplinary, in-home case management teams which can quickly intervene when housing stability/retention is threatened. Such teams may operate within or across agencies and should provide clinical as well as logistical support to case managers and clients. The teams should also be able to identify alternative housing placements when needed. Housing providers need more support. • Develop strategies for engaging housed clients in meaningful activities, including but not limited to: employment, volunteerism, social groups/activities, hobbies, and participation in the broader community. Provide training for service providers on specific approaches and best practices that have demonstrated effectiveness in other jurisdictions, including but not limited to: California Housing law, ADA, eviction prevention, housing stability/retention strategies, trauma-informed care, motivational interviewing, harm reduction, landlord engagement, and strategies for connecting clients to mainstream resources and employment. Develop specific strategies for dealing with regression/the need for relocation. • Further develop strategies among the homeless service provider community to expand harm reduction services and to provide tenants with the opportunity to transfer from one housing situation, program, or project to another if a tenancy is in jeopardy, so that whenever possible, eviction back into homelessness is avoided. (This is also a Housing First principle).	Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Homeless Services Providers	Training Staff time	Funding for training	Twice each year, ongoing	

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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Provide regular trainings to Street Outreach Programs/ learning collaboratives for addressing Unsheltered Homelessness	• Street outreach programs are doing a sound job of getting individuals off the streets.	• There is a need for continued training to build on existing strengths of street outreach workers and ensure new staff are well-trained and equipped. • Trainings should focus on compassionate, effective engagement, shelter diversion/problem solving approaches, and ensuring a housing-focused approach.	Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Homeless Services Providers BeWell (SB County Dept. of Behavioral Wellness) Homeless Services Providers – Street Outreach Law enforcement	Training Staff time	Funding for training	Twice each year, ongoing	
Provide regular Housing First trainings	• Many stakeholders, including service providers, are opposed to the Housing First approach and many think it is a specific program. • Housing First as an approach can be applied across all homeless services interventions even those that may require sobriety. • As part of SB 1382, the state is requiring that all state-funded programs for homeless persons utilize a Housing First approach as defined in the law. • The region needs to make sure that homeless services providers are educated and trained in Housing First that includes a low-barrier, housing focused, and harm reduction approach.	• An understanding of Housing First and cases where it has been successful would help dispel myths and help providers understand how to adjust practices to make this approach work. • The community of providers and residents have to talk more about how to handle unsuccessful housing placements (regression and/or evictions). Some placements cannot be sustained because of violence or serious drug activity, etc. Strategies are needed to do a better job of acknowledging that retention will never be 100%, and create step-down options that are easy to access. Past and ongoing challenges should inform future strategies. • There is a need to educate other stakeholders, private market landlords, and the general public on the model.	Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Homeless Services Providers	Training Staff time	Funding for training	Twice each year, ongoing	
Provide regular trainings on other, core best practices	• Providers have varying levels of experience and expertise on these concepts. There are no regular, ongoing methods of teaching this information at a community level. • Trainings should include harm reduction, trauma-informed care, motivational interviewing, and cultural competency.	• Create a region-wide training schedule and promote the use of peer learning collaboratives to roll out trainings. • Providing regular ongoing trainings on core best practices can promote the creation of an engagement-oriented system focused on building authentic relationships.	Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Homeless Services Providers	Training Staff time	Funding for training	Twice each year, ongoing	

Strategy 2: Use Best Practices to Deliver Tailored Supportive Services to Meet Individual Needs

Priority 2: Expand Supportive Services to Meet Client Needs

Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Ensure supportive services models meet client needs	• There is a need for more "upstream" services: prevention will strengthen existing systems. • There is a need for a holistic approach based on programs with proven track records of success. • There is a need to expand/facilitate more accessible pathways to treatment (primary and behavioral health) so that clients with more complex needs have a better chance at stabilization, and so that housing providers are well supported when being asked to house folks with profound and untreated underlying conditions. • There are no clear standards set for supportive services, especially as they differ by sub-population and housing intervention.	• Research best practice case-load sizes across PSH, RRH, and temporary housing programs and ensure that all supportive services models have appropriate ratios coupled with appropriate funding. • Research best practices on services teams, caseload size, service offerings and approaches based on acuity levels and unique population needs (i.e. safety planning for DV survivors, culturally responsive services).	Santa Maria / Santa Barbara County Continuum of Care (CoC) Homeless Services Providers Public Defender (Santa Barbara County Office of the Public Defender) DA (County of Santa Barbara District Attorney)	Staff time		12 months	
Set caseload ratios for PSH and RRH	• Successful PSH programs require low staff to client ratios such as 1:10 or 1:15. • RRH has more flexibility but lower staff to client ratios are optimal. • Public funders need to ensure that PSH and RRH programs they fund use low staff to client ratios to ensure success.		Santa Maria / Santa Barbara County Continuum of Care (CoC) Homeless Services Providers Coordinated Entry System Lead Agency	Staff time Training		9 months	
Create a pilot with enhanced multi-disciplinary team to serve a small cohort of PSH/RRH clients in scattered site housing	• Enhance knowledge and connection to programs and services: Need to incorporate training for case managers so they are aware of the full array of homelessness prevention and response services, practice of problem-solving, prevention and shelter diversion. • The team could include a nurse case manager, mental health worker, peer specialist, income/education/employment specialist and a case manager that can focus on finding resources for unique client needs. Could have a lead agency that manages the team. • This would be a great opportunity to jumpstart strong collaboration with the health sector and can test the impact of bringing robust, in-home services in scattered site housing. It could be smart to have the cohort serve both PSH and RRH clients for a mix of acuity levels.	• Integrate a culture of prevention and shelter diversion with key gatekeepers providing human contact and case management rather than distributing funds directly to clients.	County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC)		Funding for pilot State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.)	18 months	

Strategy 2: Use Best Practices to Deliver Tailored Supportive Services to Meet Individual Needs Priority 3: Connect Clients to Mainstream Services							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Identify access and eligibility barriers to mainstream services, starting with other county services.	• It is clear that many stakeholders understand some of the barriers and challenges to connecting clients; however, analyzing where clients get stuck along the way will help with enrollment success. • Ensure that providers understand all of the services available and their referral processes. • If common barriers arise such as long wait times for appointments or capacity issues to take on new clients, problem-solving meetings with leadership include the decision makers needed to make process changes. (VASH is a good example: VASH Vouchers are under-utilized due to lack of referrals from the Dept. of Veterans Affairs, which seems to be a result of the Dept. not having enough case managers hired to do their required outreach.)		CenCal Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		6 months	
Understand the overlap of common clients between HMIS, county and other mainstream services.	• Understanding client overlap can support prioritization of resources for common clients. • By conducting a data match between HMIS and county services the region can gain insight on gaps on who and who is not accessing mainstream benefits.		County of Santa Barbara	Staff time Training		12 months	
Create community guide/website that is user friendly for service providers and contains eligibility information and access steps up front.	• There are existing places to access services by category such as the 211 websites; however, existing public guides tend to only contain basic contact information. • The guide could also include a standardized assessment tool for services providers to screen for eligibility. • There is a need for ongoing training for services providers to understand the various benefits.	• Implement a standardized assessment tool to screen clients' eligibility for other cash income sources, including, but not limited to: SSDI, SSI, Social Security, veterans' benefits, unemployment benefits, child support, and/or retirement/pension benefits.	Santa Barbara County 2-1-1 Santa Maria / Santa Barbara County Continuum of Care (CoC) Homeless Services Providers BeWell (SB County Dept. of Behavioral Wellness) CenCal	Technology/software		18 months	

Strategy 2: Use Best Practices to Deliver Tailored Supportive Services to Meet Individual Needs Priority 3: Connect Clients to Mainstream Services							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Increase the use of SSI/SSDI Outreach, Access, and Recovery (SOAR) in the region	• SOAR is a promising practice model that helps homeless households access disability benefits quickly.	• Implement a standardized assessment tool for all providers to screen clients' eligibility for non-cash, mainstream benefits. • Coordinate regular CoC-wide training on connecting clients to mainstream benefits. Provide updates on changes to benefits eligibility through listservs and regular meetings. These training sessions and updates will be organized with the intention of helping with providers' work. • Ensure more CoC providers are SSI/SSDI Outreach, Access, and Recovery (SOAR) trained and the SSA engages with SOAR trained staff to help expedite qualified applications. • There is a need to have more homeless services providers trained in the model and/or fund dedicated staff in the region to complete the application process. • To implement effectively there should be a key point of contact responsible for SOAR activities and training in the region. • The model requires a strong partnership with the Social Security offices. • SOAR providers could also partner with legal assistance programs to provide support with denials, appeals, and hearings. • Continue to develop relationships with providers of non-cash, mainstream benefits, including engaging representatives from provider agencies in the Continuum of Care.	DSS (County of Santa Barbara Department of Social Services) Federal agencies (ex: armory) Santa Maria / Santa Barbara County Continuum of Care (CoC) SAMHSA SOAR TA Center		Criminal justice funding Mental Health Services Act (MHSA) funding State funding – one-time (HEAP, CESH, HHAP, etc.) State funding – ongoing	Ongoing	
Develop existing task forces/committees to improve service connections for the top 20-30 clients on the CES list	• The focus is to ensure that clients access mainstream services once they are housed, so identifying those services before they are housed is key. The group would ensure that there is a services resource that meets each client's unique needs beyond general case management. • Could leverage case conferencing to identify and coordinate care/services.		Santa Maria / Santa Barbara County Continuum of Care (CoC) Homeless Services Providers Coordinated Entry System Lead Agency Advocates/advocacy networks Santa Barbara Alliance for Community Transformation (SB ACT)	Staff time		12 months	

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 3: Build a Collective Action Plan; Improve Data Sharing							
Priority 1: Craft a Collective Response to Homelessness							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Ensure region-wide adoption and commitment to Phase II Action Plan.	• For successful implementation, there is a need for commitment to and adoption by the BOS, the CoC, and various city councils. • Elected leaders and stakeholders also need to commit to the regional vision and guiding principles of the action plan. • Elected leaders, county and city governments, non-profits, and other involved stakeholders need to commit to the regional goals: 1. End veteran homelessness 2. Decrease unsheltered homelessness particularly among youth 3. Prevent and end family homelessness 4. Minimize number of first time homeless 5. Improve overall system performance 6. Achieve CoC strategies and benchmarks 7. Increase all housing options • Providers should convene on a quarterly basis to discuss and work through the very real and specific challenges of this work in each service type (i.e. housing providers, behavioral health providers, shelter providers), refine agreed-upon strategies, and put the plan into action.		Elected Leaders – County Elected Leaders – Cities County of Santa Barbara Cities in Santa Barbara County Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		3-6 months	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing Priority 1: Craft a Collective Response to Homelessness							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Convene elected leaders on a regular basis on the topic of homelessness.	• Elected leaders need to provide leadership, political will, commitment, education, advocacy, and seek to increase community-wide buy in.	• Regular meetings should be held to ensure ongoing dialogue regarding homelessness and housing and alignment of vision and response. • Review Action Plan progress regularly at meetings. • As part of regular convenings elected officials could hold meetings at homeless services programs to increase knowledge of various interventions and services. • Review policies and procedures for conflicts of interest on a regular basis.	Elected Leaders – Federal Elected Leaders – State Elected Leaders – County Elected Leaders – Cities	Staff time		Ongoing	
Commit to an overall leadership structure for plan oversight and implementation	• At the time of the completion of the Action Plan, plan leadership and infrastructure were still in development. • Structure should include representatives with lived experience, homeless services providers, other city governments, healthcare partners, business/philanthropic, and others.	• The region will need to create a robust structure for oversite and implementation of the plan that includes roles, responsibilities, and reporting. • Specifically, the region will need to determine the role of the CoC and if this body provides the oversite function and/or a different body, single person, or other groups such as the county's Homeless Interagency Policy Council. • Review policies and procedures for conflicts of interest among public bodies such as Continuum of Care on a regular basis.	Elected Leaders – County Elected Leaders – Cities County of Santa Barbara Cities in Santa Barbara County Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		12 months	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing Priority 1: Craft a Collective Response to Homelessness							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Create a region-wide communication plan to provide regular feedback and updates on plan	• Community leaders and providers must offer ample opportunities for regular and ongoing communication, dialogue, and sharing of ideas with the public, businesses, neighborhood organizations, and others. • Public messaging was a key needed activity voiced from various stakeholders during the plan process. • Needs to have unifying messaging that everyone needs to be involved. • Need homeless system "branding"/PR campaign. • Need to have a process for providing progress to elected officials, key stakeholders, and the general public that highlights successes and challenges. • Supply the community with clear and engaging information • Clearly and consistently communicate facts and data in order to communicate and support effective policies addressing homelessness. • Need for a better understanding of concerns and solutions: survey community members about specific concerns, services they would support, an understanding of primary causes of homelessness, personal impact(s), etc.	• Develop an annual homeless report in addition to the PIT Count report that includes quantitative and qualitative outcomes and reports on the entirety of how the region is addressing homelessness.	County of Santa Barbara Communications and public relations professionals	Staff time		12 months	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing Priority 1: Craft a Collective Response to Homelessness							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Provide robust opportunities for those with lived experience to participate in planning, policy, and advocacy.	• Some clients feel as though their voice is not fully heard. Providing more feedback and advocacy opportunities will enhance important ideas from clients. Incorporate when planning/considering: o Affordable housing developments o Support centers (restrooms, showers, meal distribution, device charging, etc.) o Warming centers (an example of a Housing First model which serves those resistant to other services) o Work experience and employment assistance programming o Safe places to sit, rest, assemble without fear of harassment o Law enforcement response o Community relations regarding education about houseless community	• The region could create a client advocacy program for those with lived experience to tell their stories and speak at public forums meetings. • Enhance existing Youth Action Board.	Santa Maria / Santa Barbara County Continuum of Care (CoC) Homeless Services Providers	Staff time	Funding to compensate persons with lived experience	Ongoing	
Coordinate with faith-based community and ensure strong partnerships with homeless system.	• Faith-based organizations are providing various support throughout the county such as meal programs, vehicle parking lots, collecting items for donations, and others. • Churches and the faith-community can also be an opportunity for engaging private landlords. • Churches also need to be included in discussions regarding affordable and PSH development as many churches own land.		Santa Maria / Santa Barbara County Continuum of Care (CoC) Homeless Services Providers Faith-Based community (churches with parking lots) Faith-based organizations	Staff time		Ongoing	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing							
Priority 1: Craft a Collective Response to Homelessness							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Engage local media on messaging of challenges and progress in addressing homelessness		• Invite media to key events, notify them when key reports are being published. • Invite media rep(s) to a CoC meeting or other public meeting. • Invite media rep(s) to community planning/input events. • Offer ideas for articles several times per year. • Identify accountability measures and celebrate benchmarks.	County of Santa Barbara Communications and public relations professionals Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		Ongoing	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing							
Priority 2: Improve Data Collection Countywide and Enhance the Use of HMIS as Person-Centered Tool							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Ensure all public and private funders include HMIS participation as a funding requirement	• HMIS is the community's data system for tracking the provision of homeless services and should be required for all programs who are providing homelessness assistance. Availability of data associated with homelessness is essential to address needs • HMIS is not just a data system for those receiving HUD funding. • A lack of participation in HMIS negatively impacts HUD CoC funding levels and makes it difficult to use HMIS as a community-wide planning and measurement tool. • HMIS should be valued and regarded as a critical component and be used as a central decision-making resource, as data is interpreted and new strategies are acted upon.	• Adopt new strategies to address barriers to HMIS participation and timely data entry, potentially including utilizing incentives for participation (e.g., grants to assist with personnel costs associated with HMIS participation). • To increase participation there may need to be funds provided to ensure adequate and full participation. Work with major local funders, including local jurisdictions and foundations, to establish HMIS participation as a requirement for major local funding sources for homeless services (including non-HUD sources).	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 Training	Funding to participate in HMIS	24 months	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing Priority 2: Improve Data Collection Countywide and Enhance the Use of HMIS as Person-Centered Tool							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Increase use of HMIS across county departments	• The CoC's Collaborative Applicant (Lead Agency), SB County HCD, will contract with HUD Capacity Building funds (beginning Fall 2019). Extra Help will assist with required data entry for agencies with inventory not in HMIS; this includes local Housing Authorities (HA/PH/PHA), Veterans Affairs (VA), and agencies not yet participating. • HCD is using HUD Capacity Building funds to provide initial support to PHA's and VA for data entry. This will need to be continued. • Various county departments provide services to homeless households however HMIS participation is limited across county departments. • Public Health Department, Behavioral Wellness, DSS, and the Public Defender's Office have already signed on to this.	• Increase use of HMIS across County departments through the Homeless Interagency Policy Council (HIAPC). Note that Public Health, Behavioral Wellness, DSS, and the Public Defender have already signed on and that DSS as agreed to be a CES Entry Point. • Create a Memorandum of Understanding (MOU) with the VA for the incorporation of VA programs in HMIS, including the HUD-VASH rental assistance vouchers. The MOU will include technical assistance/personnel support, incentives, and will create a plan to protect client privacy while ensuring timely and accurate data entry. Request support from VA and PHAs in order to collect all necessary data in a timely fashion.	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 Training		12 months	

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.	• The visual snapshot of data needs to be expanded to include performance in the region. • CoC Board receives quarterly reports of systemwide performance as part of agency monitoring.	• There should be a central, web-based location for the community to view performance data. • Review dashboards to ensure racial equity.	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	• HUD is increasingly linking CoC funding to overall system performance.	• Performance data should include both system, project, and program performance. • Data should be regularly presented at various meetings and should be used as a key item for decision making. • Elected officials and others should receive regular performance updates.	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	• Colleges and universities can be key partners in the region for conducting objective evaluation activities. • Many colleges and universities across California and the nation are partnering with the homeless system in various ways especially around evaluation support and research. • 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.		Community colleges (ex: SBCC, AHC) Universities (ex: UCSB)	Staff time	Funding for paid internships	18 months	

Strategy 3: Build a Collective Action Plan; Improve Data Sharing Priority 4: Implement Cross Sector Data Sharing to improve Care Coordination and Outcomes							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Provide health care partners view-only access if not part of HMIS data system.	• Although there is some coordination with the health sector, this should be expanded to large-scale, strategic coordination with the health sector to ensure better outcomes for clients.	• The region should offer healthcare partners "View Only" access in HMIS that allows their staff to view clients records in HMIS to understand their homeless history, current participation in homeless services, and better coordinate care. • Review and reflect racial equity when improving care coordination and outcomes.	County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) CenCal Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics)	Staff time Technology/software Training		24 months	
Begin sharing data between the homeless and healthcare providers, and others, through the Whole Person Care Pilot, or consider a frequent user pilot.	• Sharing limited data within specific pilots is a good way to start sharing data across sectors. • As new health and housing pilots are being implemented, determine how these opportunities can lead to more robust data sharing.		County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) CenCal Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics)	Staff time Technology/software Training		12 months	
Create a robust, privacy-compliant, and integrated data exchange that shares data across sectors	• There is a need for an integrated data exchange to assist with policy and planning decisions, improved care coordination, and enhanced analytics and community research. • Communities across the country are moving towards creating integrated exchanges. Many of these are still in pilot phases or early development.	• Research other models across the country and learn how they are implementing, what data is being shared, and how privacy protocols are set up.	County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) CenCal Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics)	Staff time Technology/software Training		3 years	

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 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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Require all funded homeless services programs to participate in CES	• CES is a community initiative and is not meant to be just for programs receiving HUD funding. • Social Venture Partners (SVP) assessed CES in 2018 and a key recommendation was to increase participation in CES. • To ensure that CES can be an effective regional system, all programs regardless of funding sources need to participate in CES. This includes ensuring that all temporary or permanent housing programs participate in CES, and specifically all RRH, PSH, and OPH make their units/beds available through CES. • Fair housing must be assured. Both Housing Authorities are piloting use of CES for PBV projects. • As stated in the CoC CES Policies and Procedures, participation is defined for all temporary housing programs: emergency shelter and transitional housing serve as CES access points and RRH, PSH, and OPH programs accept referrals from CES for their units/beds. • Work with all public entities to educate them on the vision, purpose, and importance of CES to encourage public sector funders to adopt CES as a core requirement of their contractors.		County of Santa Barbara Cities in Santa Barbara County Housing Authority of the City of Santa Barbara Housing Authority of the County of Santa Barbara Coordinated Entry System Lead Agency	Training Staff time		2 years	
Enhance and expand CES sub-regional entry points.	• Currently there are 7 physical entry/access points region-wide with most embedded within existing shelter programs with limited CES hours. • Entry points should also provide a welcoming, non-judgmental environment where people can access emergency assistance resources and services.	• There is a need to expand the hours for walk-in CES entry points as well as to expand locations or create centralized CES access points at a sub-regional level or a sub-population level (families, singles, youth). • Promote the use of street outreach teams as a primary CES access point along with temporary housing programs.	Coordinated Entry System Lead Agency Regional Entry Point partners Santa Maria / Santa Barbara County Continuum of Care (CoC)	Training Staff time	Funding to expand hours of service	12 months	

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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Create and implement a sub-regional and population specific CES plan and process	• One of the key recommendations from SVP CES assessment was to improve case conferencing meetings. Implementing a sub-regional CES model should help with improving case conferencing meetings as the homeless population varies by sub-region (e.g., more singles in South County vs families in North County). • There is also a need to maintain population-specific BNL's such as for veterans that all sub-regions can use.	• Increase participation in the regional CES policy group by non-CES providers and enhance meeting purpose and efficiency. • Formalize sub-regional CES leads to serve as designated staff in each of the sub-regions and outline core responsibilities. • Incorporate coordinated outreach meetings to focus on those unsheltered and to ensure structure, align outreach groups, and compassionate, effective communication regarding common individuals. • Implement sub-regional case conferencing meetings using sub-regional By Name Lists (BNL) and connect sub-regional resources to those in need at a sub-regional level.	Coordinated Entry System Lead Agency Regional Entry Point partners Santa Maria / Santa Barbara County Continuum of Care (CoC)	Training Staff time		12 months	
Enhance Flexibility within CES Process Especially Related to Prioritization	• HUD requires all communities to implement a coordinated entry process that includes four core activities: 1) Access, 2) Assessment, 3) Prioritization, and 4) Referral. • At this time the regional CES is implementing activities 1 and 2 well however struggles with 3 and 4. • CES should be flexible to meet the needs of all homeless households and the region should consider updating prioritization protocols based on feedback from present and past housing providers and this Action Plan. • At this time there are not enough resources to address all people in need. A dynamic prioritization process helps ensure there is flexibility within how resources are allocated and seeks to provide some level of support to all households. • CES Policy Group can help design how this process could work. • Could consider TA to help facilitate this process if needed.	• Task the CES Policy Group to simplify CES prioritization guidelines to more effectively meet community needs.	Coordinated Entry System Lead Agency Regional Entry Point partners Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		12 months	

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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Increase Flexible Source of Funding Administered through CES.	• There is a need to expand a flexible source of funding to assist those accessing CES to resolve their housing crisis immediately. • The fund needs to be able to provide security deposits, move-in costs, furniture, and short-term rental assistance. • The fund could help people access housing quickly, provide needed funds for employment – assistance with uniforms or equipment, or funds to assist with preventing homelessness – rent arrears, utility arrears, and other housing-related expenses. • Ensure good data collection on the type of resources people are accessing to promote future investments.		Coordinated Entry System Lead Agency Regional Entry Point partners Santa Maria / Santa Barbara County Continuum of Care (CoC) CenCal Private/Philanthropic funders	Staff time Medi-Cal CalAIM (if approved in future budgets)	Private/philanthropic funding State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.)	12 months	
Engage key health care stakeholders to participate in CES case conferencing.	• Health plan staff and clinics can be great partners for case conferencing and this needs to be increased.		CenCal PHD (SB County Department of Public Health) DWOW/SBSM (Doctors Without Walls – Santa Barbara Street Medicine)	Staff time		6 months	
Work with CenCal on coordinating Medi-Cal funded Housing Navigation Services	• The CalAIM proposal will potentially provide Medi-Cal funding for Housing Navigation Services. • There will need to be discussions on how this is operationalized and potentially implemented in 2021/beyond.		CenCal County of Santa Barbara Coordinated Entry System Lead Agency Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time Technology/software		9 months	

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							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Increase the use of shared housing including home sharing	• Better use of the existing rental market through shared housing models is critical. This can include pairing two or more individuals to live together. • Additional shared housing opportunities for the homeless can be created when nonprofits and/or homeless service providers master lease homes or apartments. Providers can work with PHA's to identify potential landlords, property management companies, and/or specific sites. • Ensure city and county PHA's are educated on how their various rental assistance programs can be used in shared housing settings. Ensure PHA's properly relay program requirements that may constrain use of specific rental assistance • Roommate matching should be prioritized for those in RRH programs or those in prevention or shelter diversion. • A home sharing model could also include opportunities to create Youth Host Home model.	• Provide trainings and education to homeless services providers to increase shared housing strategies. • Create a regional home-sharing model for homeowners who want to rent out a room to homeless households who may be in RRH or are low acuity. Incentives could be offered to homeowners.	Coordinated Entry System Lead Agency Homeless Services Providers	Staff time	State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.)	12 months	
Create renters basic training curriculum so new tenants understand their rights and responsibilities.	• Curriculum should be flexible, yet allow for consistency in messaging to tenants across interventions. • Curriculum could be co-developed with local law schools as part of community project.		Housing Authority of the City of Santa Barbara Housing Authority of the County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) Advocates/advocacy networks Legal advocacy organizations (ex: Legal Aid Foundation, tenants' rights groups)	Staff time		12 months	

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							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Increase Transportation resources	• Transportation was repeatedly identified as a barrier from various stakeholders. • There is a need to ensure those enrolled in CES and other programs have access to available transportation to attend appointments, search for housing, job interviews, and other activities.		County of Santa Barbara SBCAG (Santa Barbara County Association of Governments) Transportation planning agencies (ex: SBCAG, Traffic Solutions)			18 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing Priority 2: Improve Prevention and Diversion Programs							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Increase prevention programs for those at-risk of homelessness.	• Support and expand homeless prevention services throughout the County, including a flexible funding source administered through CES. Preserve homelessness prevention funding (emergency rental assistance grants); many new resources have come about because of COVID-19 and it will be important for there to be some continuity of funding. • Support, expand, and improve upon discharge planning from criminal justice, health care, foster care, and other institutional settings. • Expand community outreach to raise awareness of homeless prevention and shelter diversion programs. Coordination of programs is important. • Region-wide there were 1,224 people who were newly homeless in 2019. It is assumed that many instances of homelessness could have been prevented with adequate homeless prevention resources. • Ensure there is a centralized access point for homeless prevention assistance and all community stakeholders are aware and can direct at-risk households. • Resources can include flexible funds for rental and utility arears, other one-time funds to prevent loss of housing, homeless prevention support services, and increased access to eviction/legal services. • Appropriate access and prioritization of resources is needed to ensure those who are most likely to become homeless receive support. • Region could also pilot a shallow rent-subsidy model for seniors or others on fixed incomes who are at-risk of homelessness.	• Identify gaps in service where those at risk may be averted from homelessness. • Establish a CoC risk mitigation fund and landlord incentive fund based on the best practice examples and successes of multiple other communities and agencies. Support, expand and improve eviction prevention programs, including dispute resolution and legal services and establish a flexible eviction-prevention fund for clients.	Santa Barbara County 2-1-1 Cities in Santa Barbara County County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) Coordinated Entry System Lead Agency Social Venture Partners Non-Profits		State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.) Funding from State Emergency Solutions Grants Program (ESG) Funding from Federal Emergency Solutions Grants Program (ESG)	6 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing Priority 2: Improve Prevention and Diversion Programs							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Increase shelter diversion services across entire system	• Shelter diversion is an evolving model to assist those entering shelter to problem solve and use other housing options they may have (e.g., family and friends, relocation) allowing for a rapid exit from homelessness thereby ensuring shelter beds are available to those who have no other options. • In 2019 there were 1,224 people who entered homelessness for the first time, many of whom may have been successfully diverted with proper supports. • Nearly a third of those who entered emergency shelter came from a non-homeless situation (14% from housed settings and 16% from institutional settings). • Some shelters in Santa Barbara County are providing limited shelter diversion services using HEAP or other funding.	• Provide training to shelter-intake staff on shelter diversion/housing problem solving techniques. • Train 211 staff and outreach workers on shelter diversion techniques. • Identify all shelter diversion activities that may need funding. It should be noted that not all shelter diversion activities will require funding. Most activities will be a re-orienting of how services are provided. • Determine sources for those activities (sources may come from various partners). Determine the fastest way to access those resources on an ongoing basis. • Determine methods to track shelter diversion services (i.e. HMIS) and ensure this is part of staff training.	Santa Barbara County 2-1-1 Regional Entry Point partners Homeless Services Providers Social Venture Partners	Training	Funding for training	6 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing							
Priority 2: Improve Prevention and Diversion Programs							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Develop standards for family reunification programs	• Some homeless households may have family members or friends who may be willing to take them in.	• Develop family reunification programs when permanent housing would be available, which provide resources to reunite homeless individuals and households with family members and/or supportive systems outside of the County. • Develop a program/system that encourages family/friends to accept households, coordinates placement, provides travel expenses, and follows up to ensure placement was successful.	Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		12 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing Priority 2: Improve Prevention and Diversion Programs							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Work with area hospitals and jails on effective and efficient discharge policies	• For individuals and families at-risk of homelessness there should be a centralized place for them to call to receive assistance to prevent their homelessness. • For individuals and families experiencing homelessness prior to and following discharge, there should be a centralized place for them to call to receive assistance to resolve their homelessness. • Home for Good serves as the CES lead for the county and can act in this role. (Ensure the region understands that Home for Good is the entry point for those seeking prevention assistance.)		Santa Maria / Santa Barbara County Continuum of Care (CoC) Sheriff (County of Santa Barbara Sheriff's Department) Law enforcement Homeless Services Providers Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics) Coordinated Entry System Lead Agency	Staff time		9 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing Priority 2: Improve Prevention and Diversion Programs							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Consider expansion of the Public Defenders Holistic Defense Program, Solutions Track, and other restorative justice efforts	• The Public Defenders Holistic Defense Program is a model for addressing individuals involved in the criminal justice system, many of whom are experiencing housing instability and homelessness. • Solutions Track is another program model operating in North County courts to address shelter and housing challenges of vulnerable, chronically homeless justice involved individuals. • Ensuring that people have support with post-incarceration services and housing is critical to minimize recidivism.		County of Santa Barbara Santa Maria / Santa Barbara County Continuum of Care (CoC) DA (County of Santa Barbara District Attorney) Public Defender (Santa Barbara County Office of the Public Defender)		Federal funding State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.) Criminal justice funding	9 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing Priority 3: Reach Out to Those Experiencing Unsheltered Homelessness							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Provide basic necessities such as clean restrooms, showers, and laundry facilities for those on the streets		• Determine where folks are receiving virtually no services for basic necessities and start there. • Provide transportation support for nearby services. • Provide onsite mobile facilities, particularly for large, remote encampments. • Sub-regions such as the City of Santa Barbara County may consider the creation of drop-in day centers where those experiencing unsheltered homelessness can come during the day and receive services.	Santa Maria / Santa Barbara County Continuum of Care (CoC) County of Santa Barbara Cities in Santa Barbara County Faith-Based community (churches with parking lots) Faith-based organizations		Private/philanthropic funding State funding – ongoing State funding – one-time (HEAP, CESH, HHAP, etc.) Funding to expand hours of service	9 months	
Ensure health services are provided through mobile clinics or street medicine programs	• Many individuals experiencing unsheltered homelessness have a difficult time accessing traditional healthcare services through a community clinic.	• Work with health partners to understand current landscape and what is available. • Negotiate with health partners to deploy staff or mobile clinics to key areas where they are not present.	Santa Maria / Santa Barbara County Continuum of Care (CoC) PHD (SB County Department of Public Health) DWOW/SBSM (Doctors Without Walls – Santa Barbara Street Medicine) CenCal Health Systems (Cottage, Dignity, Lompoc Valley, Sansum) Healthcare providers (ex: Planned Parenthood, Sansum, SB Neighborhood Clinics)		Medi-Cal State funding – one-time (HEAP, CESH, HHAP, etc.) State funding – ongoing	12 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing Priority 3: Reach Out to Those Experiencing Unsheltered Homelessness							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Create a coordinated encampment response across public agencies that highlights both policy and procedural steps for successfully resolving encampments	• Encampments pose a significant public health and safety risk, dangerous to those who reside in them, and are costly to the public. • Addressing encampments requires the coordination across multiple public departments, non-profits, and others. • Having a uniform approach countywide, in both policy and protocols, that is agreed upon by all stakeholders will be important for responding effectively. A uniform approach can be targeted toward distinct areas of concern: risk of wildfire, concern about watershed impacts, etc. • It is critical to avoid further criminalizing homelessness in development of strategies and policies. • The region could decide to create an encampment resolution team that is comprised of various departments, street outreach staff, and others to focus on encampment resolutions.		Cities in Santa Barbara County County of Santa Barbara Law enforcement Homeless Services Providers – Street Outreach			6 months	
Educate non-traditional public departments on how their staff can coordinate with the homeless system	• City and county departments such as Parks and Rec, Libraries, Public Works, and others regularly interact with those experiencing homelessness. • Although entities may not be equipped to provide homeless services, they all should be knowledgeable about the homeless system and able to provide information to homeless individuals. • Departments should participate in basic training and orientation of homelessness as part of job requirements.		County of Santa Barbara Cities in Santa Barbara County	Staff time		6 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing							
Priority 4: Create Meaningful Opportunities for Employment							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Increase access to employment, volunteerism, and community service		• Implement a standardized assessment tool to screen clients for potential employability and/or other interests which would provide opportunities for non-paid meaningful activity and social engagement. Explore tools used by go-to agencies such as Goodwill and the Workforce Development Board. • Identify barriers to employment and/or non-paid meaningful activities using a trauma informed approach. Research best practices for linking homeless/formerly homeless individuals to employment and/or non-paid meaningful activities and provide training to local service providers. Identify meaningful volunteer opportunities within the community. • Work with the local WIB, State EDD, community colleges, and other adult education providers to develop job training and educational programs for homeless and formerly homeless individuals. These training programs should be targeted to local hiring needs. • Expand relationships with employers open to hiring homeless/formerly homeless individuals. Support and expand employment navigation efforts, which will include the development of tools to be shared across the CoC (e.g., lists of available jobs/employers opening to hiring the homeless/formerly homeless). • Develop flexible funding for clients to assist them with employment related expenses (e.g., transportation costs, certification fees, tools or supplies).	Employment navigation agencies (ex: EDD, WIB, homeless service providers) Labor prerequisite trainers (ex: CPR/FA, ServSafe, etc.)	Staff time		18 months	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing							
Priority 4: Create Meaningful Opportunities for Employment							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Engage in partnerships with Workforce Programs to partner with homeless system to ensure stability; promote partnerships and access to employment opportunities with private employers and private employment organizations	• Provide the resources and support needed to find and maintain employment so individuals can complete a self-directed job search and provide them with the necessary tools so they can succeed in the job market for the rest of their lives. • Stable employment at a living wage is a key strategy to help end homelessness and ensure individuals and families have income to pay rent. Provide transitional jobs in street and building maintenance, janitorial, warehouse, and front desk work. • From October 2018 through September 2019, only 6% of adults who exited all emergency shelter programs gained or increased income from employment. Similarly, only 6% of those who exited RRH programs gained or increased income from employment. • There is a need to better provide employment services in partnership with housing programs - specifically shelter and RRH.	• Implement a standardized assessment tool to screen clients for potential employability and/or other interests which would provide opportunities for non-paid meaningful activity and social engagement. Explore tools used by go-to agencies such as Goodwill and the Workforce Development Board. • Organize an annual job fair for current and former CoC-participants with private employers and employment organizations to promote local employment opportunities. • Partner with staffing agencies to provide training to providers and job search services to CoC participants. • Form a Committee with representatives from each PSH provider and Board members with applicable skills, along with other interested community members, to ensure that PSH participants are provided meaningful education and training, on-the-job training, internship, and employment opportunities to further their recovery, well-being, and stability.	Employment navigation agencies (ex: EDD, WIB, homeless service providers) Labor prerequisite trainers (ex: CPR/FA, ServSafe, etc.) Goodwill Industries of Ventura and Santa Barbara Counties Santa Maria / Santa Barbara County Continuum of Care (CoC)	Staff time		Ongoing	

Strategy 4: Strengthen Support Systems Available to Help Residents Obtain and Maintain Housing							
Priority 4: Create Meaningful Opportunities for Employment							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Engage local businesses and government agencies to hire homeless or formerly homeless individuals	• Local businesses can be a great source for creating partnerships to hire formerly homeless persons. • Industries may include agriculture, hospitality, landscaping, construction, transportation and warehousing, and other sectors critical to Santa Barbara County's economic health. • Government departments and offices can also help by determining how to create partnerships to hire formerly homeless persons.		Employment navigation agencies (ex: EDD, WIB, homeless service providers) Labor prerequisite trainers (ex: CPR/FA, ServSafe, etc.) Goodwill Industries of Ventura and Santa Barbara Counties Santa Maria / Santa Barbara County Continuum of Care (CoC) Cities in Santa Barbara County County of Santa Barbara	Staff time		Ongoing	

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 5: Build Provider Capacity to Address the Needs of Specific Populations							
Priority 1: Provider Training							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Provide training to staff administering CE processes	• Implementation of the core elements of the Coordinated Entry System, such as assessment, must follow requirements and recommendations defined by HUD and the State of California, and be informed by local needs. Training is critical to implementation.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	
Provide training to staff on prioritization	• Implementation of the core elements of the Coordinated Entry System, such as prioritization, must follow requirements and recommendations defined by HUD and the State of California, and be informed by local needs. It is critical to offer regular training sessions for CE participants and providers of all levels of experience. • There is a need to build the system to encourage providers to serve the entire population in need.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations							
Priority 2: Address Implementation Challenges							
Key Action	Background/description of need	Action steps	Who will support	Key Resources to address	Fiscal impact/funding source(s)	Timeline	Progress
Capacity building	• Support providers in capacity building to ensure that participating projects can meet program participants' needs, as it also reinforces the benefits and requirements of coordinated entry.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	
Diversify network of service providers	• Develop an integrated network of diverse service providers to ensure persons are considered for as many possible service options as possible.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	
Access Planning	• Continue to evaluate and identify access points, determine whether specialized access points need to be developed, coordinate with outreach teams, define staffing needs for access points, manage/redesign/communicate a supervision and feedback loop, use Stella to map and evaluate flow of people through the system, manage communications strategy.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations							
Priority 3: Provider Coordination and Management							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Encourage and equip providers with the tools to work on alternative housing plans	• Ensuring providers are working with people on alternative housing plans includes applying for affordable housing in the community, increasing income from employment and benefits, and exploring other housing opportunities available through the person's personal support network.	• Identify barriers to obtaining non-cash, mainstream benefits. Research best practices for linking homeless/formerly homeless individuals to non-cash, mainstream benefits and provide additional training to local service providers on overcoming barriers. • Support legal assistance/advocacy programs to assist individuals with denials, appeals and other legal/eligibility barriers. • Include a mechanism for addressing incompatibility concerns in case a provider does not feel able or well suited to accommodate a referral (this includes, but is not limited to, case counseling and reconciliation).	Coordinated Entry System Lead Agency	Staff time Training		Ongoing	
Ensure clients are "document ready"	• Work closely with providers and clients to ensure clients are "document ready" within 90 days of VI-SPDAT administration.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations							
Priority 3: Provider Coordination and Management							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Ensure post-placement housing retention		• CES Lead Agency to coordinate with the service provider network to ensure that a plan for post-placement services is in place before each consumer is placed in permanent housing or given a voucher. In some cases, CES Lead Agency staff may need to assist in the performance of some of these duties. • Assist service providers if previously-housed CES consumers need to be relocated. Work to ensure any vacated units remain in the housing pool available to the CoC. • Review current post-placement housing retention services to evaluate current practices and to identify barriers to housing stability and retention as well as gaps in step-down housing opportunities. Ensure a continuum of housing options are available, including step-down housing. As part of this review, encourage providers to conduct thorough follow-up after program exit to ensure consumers stay housed and have the necessary supportive services for housing stability. Just as providers should ensure that post-placement services are put in place, they should also create action plans in case housing crises occur. Post-placement plans and Crisis Plan Worksheets (Org Code) are tools that can be used. • Expand eviction prevention programs, including dispute resolution and legal services, and establish/expand a flexible eviction-prevention fund for clients. Develop intensive, multi-disciplinary, in-home case management teams available to quickly intervene when housing stability/retention is threatened. Such teams could operate within or across agencies and would provide clinical as well as logistical support to case managers and clients. Strategize ways to provide higher levels of intensive services by coordinating service providers in the community who can convene a residential services team. Research Medi-Cal eligibility. • Use both the VI-SPDAT (Vulnerability Index - Service Prioritization Decision Assistance Tool) and a housing placement risk assessment tool at the front end of social services. Ensure data related to tracking returns to homelessness (RTH) is accurately entered into HMIS and that data is evaluated for common risk factors to be used as part of a prevention strategy. • Provide training for service providers on specific approaches and best practices that have demonstrated effectiveness in other jurisdictions, including, but not limited to: California Housing law, ADA, eviction prevention, housing stability/retention strategies, trauma-informed care, motivational interviewing, harm reduction, landlord engagement, and strategies for connecting clients to mainstream resources and employment. • Identify vulnerable people with complex needs and share the information with the housing provider so they are able to adequately manage those needs (required when providing PSH). Communication and services available may depend upon where they are matched (i.e. Willbridge, etc.).	Coordinated Entry System Lead Agency	Staff time Training		Ongoing	

Strategy 5: Build Provider Capacity to Address the Needs of Specific Populations							
Priority 4: System Management and Maintenance							
Key Action	**Background/description of need**	**Action steps**	**Who will support**	**Key Resources to address**	**Fiscal impact/funding source(s)**	**Timeline**	**Progress**
Engage, manage, and support all participating partners and build trust in the system through training and other mechanisms cited in core elements	• Work with providers and county staff to streamline processes and facilitate ease of use for providers and clients. • Provide training and communication on a regular basis to entry point staff on the CES assessment tool, process, policy updates, and strategies for engaging the hardest to serve.		Coordinated Entry System Lead Agency	Staff time Training		Ongoing	

CURRENT STATE OF HOMELESSNESS IN THE CENTRAL COAST REGION

Current Funding to Address Homelessness

Federal funding to address homelessness in the county has been increasing in recent years. At the same time, the State of California has provided unprecedented amounts of funding to communities, including Santa Barbara County. In 2019, the Santa Barbara County CoC received its highest award to date from the federal CoC Program - $2,014,213 (Figure 1).

When comparing HUD CoC awards to other central coast CoCs, Santa Barbara County receives more funding than San Luis Obispo and (in recent years) Monterey/San Benito counties and less than Ventura County, even though Ventura County has a smaller population of people experiencing homelessness.

Figure 1. Annual HUD CoC Award for Santa Barbara County

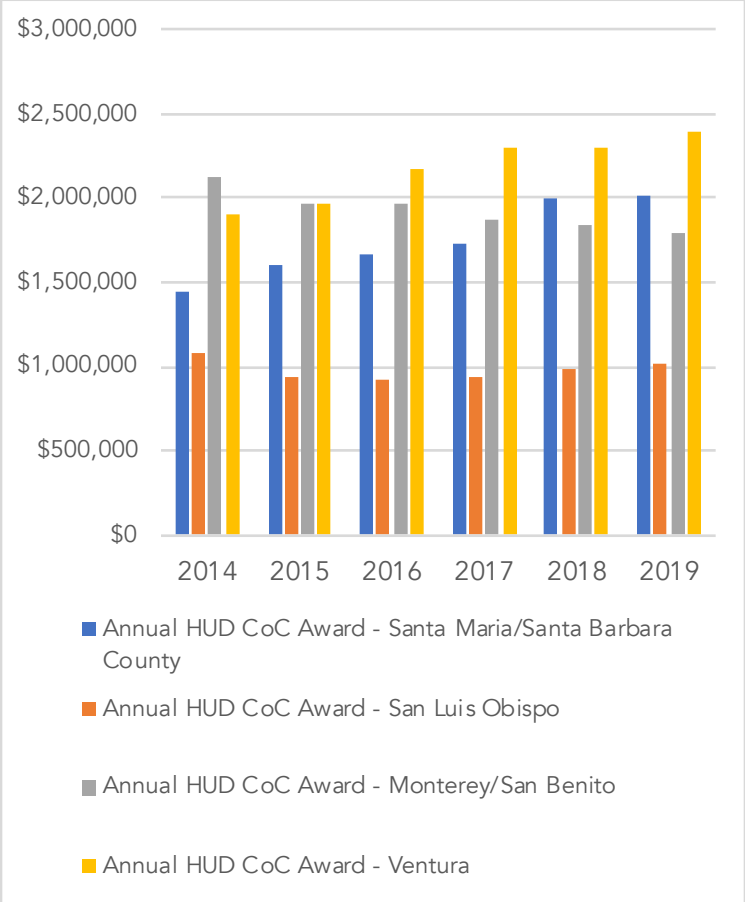


Figure 2. 2019 HUD CoC Awards for Central Coast CoCs

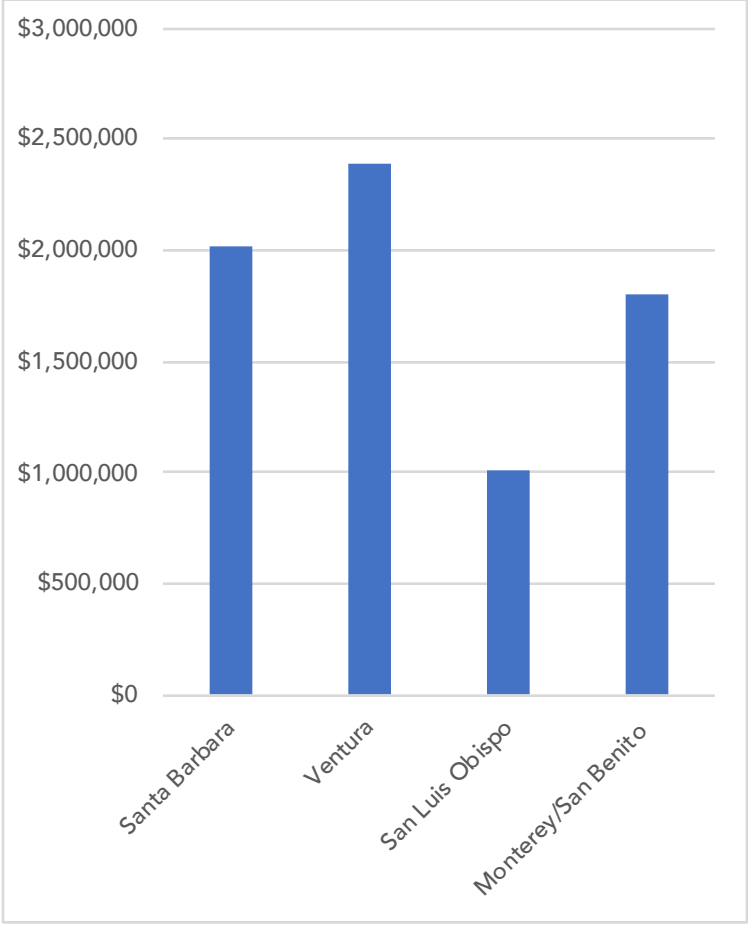
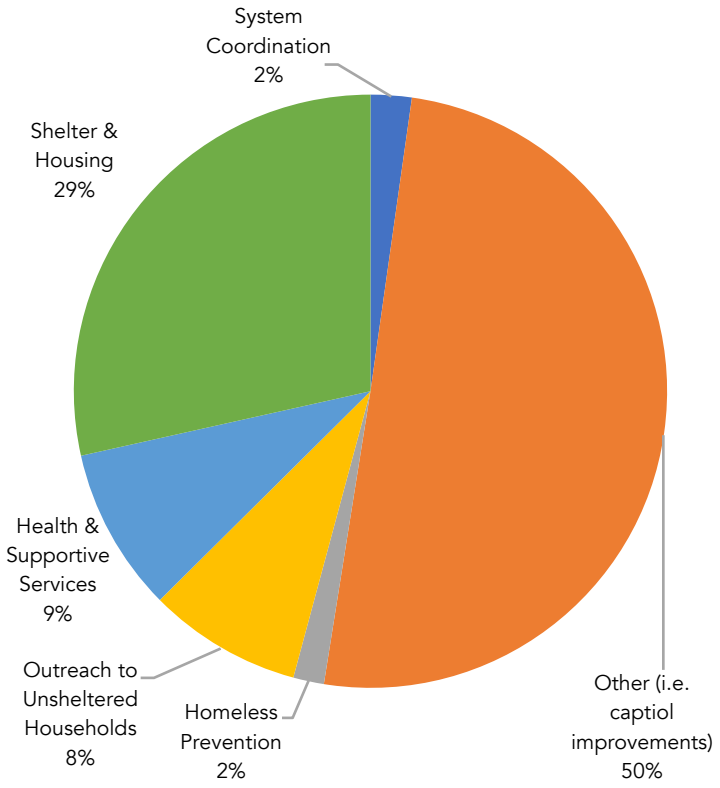


Figure 3. Funding to Address Homelessness in Santa Barbara County over a Previous 12 Month Period (2019)



(Note: Santa Barbara County has a lower PIT Count than the Monterey/San Benito CoC and a higher PIT Count than the San Luis Obispo CoC).

It is promising that the CoC program funding for Santa Barbara County is increasing; however, CoC program funds are a small portion of the total funding that is dedicated annually to addressing homelessness. The most recent annual total funding to address homelessness in Santa Barbara County was $39,456,699 - which included funding from both public and private sector funders. Figure 3 highlights annual funding to address homelessness by type of service and intervention. Of the total figure, it is estimated that the County of Santa Barbara contributes just over $16 million to the regional total across various departments. However, capturing county department dollars spent on people who are experiencing homelessness is difficult because many county programs – such as behavioral health and others – also serve non-homeless populations. Additionally, these figures do not include costs to the community for the impacts of homelessness on systems such as healthcare, public safety, or sanitation.

New State of California Funding for Homelessness

The State of California has and is continuing to provide large amounts of one-time funding to address homelessness through various programs. The county and the CoC are the primary receiving entities for state funding, which in turn, sub allocate a large percentage to nonprofit service and housing providers. Figure 4 provides a summary of some of the key state funding sources and amounts for Santa Barbara County. It is important to note that for the majority of state funding for homelessness, non-profit recipients are required to adhere to best practices, specifically the use of Housing First as outlined in Senate Bill 1380.

Figure 4. Summary of State of California Funding to Santa Barbara County for Homelessness and Housing

FUNDING SOURCE	RECEIVING ENTITY	YEAR	$2,700,000
No Place Like Home (NPLH)	County	2019	$9,385,186
Homelessness Emergency Aid Program (HEAP)	CoC	2019	$365,898
California Emergency Solutions and Housing (CESH)	County	2019	County = $569,787
Permanent Local Housing Allocation	County and Cities	2020	County = $569,787 Goleta = $94,015 Santa Maria = $733,471
Homeless Housing Assistance and Prevention	CoC and County		CoC = $2,123,943 County = $1,967,682

Projection of Homeless Housing Needs and Estimated Costs

As stated above, the region needs to increase the stock of dedicated homeless housing, both temporary and permanent. Based on PIT Count data, the current housing inventory, and annualized data on utilization of the current system, including turnover rates and population need, the following projections were derived.

These estimates do not breakdown the need by sub-populations such as veterans, youth, single adults, and families. These figures are derived from existing available data used in HMIS for certain factors, and therefore are estimates. However, these figures can provide the community with financial targets and can help guide funding and prioritization decisions. These figures estimate what is needed to effectively end homelessness and sustain that end. Homelessness is a crisis and even if resources fall short of the projections shown here, the region should move as quickly as possible to bring these goals to fruition, if incrementally. Ideally these figures can be used to set short-term goals, such as what each region can accomplish in three years to begin to address each gap by bed/unit type.

New Temporary Housing Beds Needed

Based on current demand and turnover of shelter beds, the region needs to create 563 new beds to meet the need at the current bed-turnover rate. However, if the system was functioning at a high level, persons were able to exit the shelter system to permanent housing, and shelter beds turned over successfully four times a year (every 90 days) then the need drops to 263 beds. Thus, the range for what is needed spans from 563 on the high end to 263 on the low end.

The projected new temporary housing beds should also be allocated at a sub-regional level as Santa Barbara County is a geographically large county and homeless individuals and families may not wish to travel to other parts of the county to access a shelter bed. It is estimated that on the high-end South County needs 369 beds, Mid-County 61 beds, and North County 133 beds. Conversely on the low end (at a higher turnover rate) it is estimated that South County needs 195 beds, Mid-County 30 beds, and North County 68 beds.

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
TOTAL CURRENT GAP	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.

New Permanent Housing Resources Needed

Based on current resources and projected demand, the region needs to create 1,053 new slots of RRH, 835 new PSH units/vouchers, and 531 long-term subsidy units/vouchers. It should be noted that for RRH, long-term subsidies, and a portion of the PSH units, effective use of these resources relies on available units within the existing rental market, which is a challenge. For PSH, a percentage of the needed units (figure to be determined) will be attained through rehab or new construction.

Housing & Shelter Gaps Analysis

Figure 6 provides estimated costs to create the new permanent housing resources needed. Per unit cost estimates were created by using average per unit costs from the region. For PSH units, a portion to be determined will be through rehab/new construction while the rest will be in the form of scattered-site PSH in the existing rental market. It should be noted that many of these costs will be ongoing annual costs including RRH, PSH operating subsidies and services, and long-term vouchers subsidies.

Figure 6. Estimated Costs of Projected New Permanent Housing Resources

NEW PERMANENT HOUSING	NEW HOUSING NEEDED	ESTIMATED COST PER UNIT	TOTAL COSTS FOR PROJECTED NEEDS
Rapid Re-Housing slots/subsidies	1,053	$11,000	$11,583,000
Permanent Supportive Housing units (Scattered Site Vouchers include Operating Subsidies, and Services)	835	$18,000	$15,030,000
Long-Term Subsidy/Rental Assistance units/vouchers	531	$14,400	$7,646,400
TOTAL COST			**$34,259,400**

NEW PERMANENT HOUSING	NEW HOUSING NEEDED	ESTIMATED COST PER UNIT	TOTAL COSTS FOR PROJECTED NEEDS
Permanent Supportive Housing units (Rehab/New Construction costs include Capital, Operating Subsidies, and Services)	835	$400,000	$334,000,000

NEW TEMPORARY HOUSING	TOTAL NEW BEDS NEEDED AT CURRENT TURNOVER	ESTIMATED COST PER BED NIGHT	TOTAL NEW BEDS NEEDED AT CURRENT TURNOVER
Permanent Supportive Housing units (Rehab/New Construction costs include Capital, Operating Subsidies, and Services)	563	$45	$9,247,275

Rapid Re-Housing and Long-Term Subsidies utilize existing units in the rental market. New PSH units would be a combination of existing units in the market and new construction.

Point-In-Time (PIT) Count Trends

It is essential to understand the homeless population's past residence history to assess the needs and gaps in services and resources within our system of care. Santa Barbara County Homeless Management Information System (HMIS) started collecting data on residence history and time spent in Santa Barbara County in 2019. By the 2020 Point in Time count, residence history data of over 2,900 clients were collected within HMIS. As this dataset was significantly bigger than the number of people who answered these questions in the Point-In-Time count, we decided to include results from HMIS data for this metric.

The majority (60%) reported that they have been living in Santa Barbara County for over ten years or most of their lives. Three-fourths (75%) of the clients reported that they became first-time homeless in Santa Barbara County and had their most recent permanent address in Santa Barbara county. The Point-In-Time count percentages were similar to the results from HMIS.

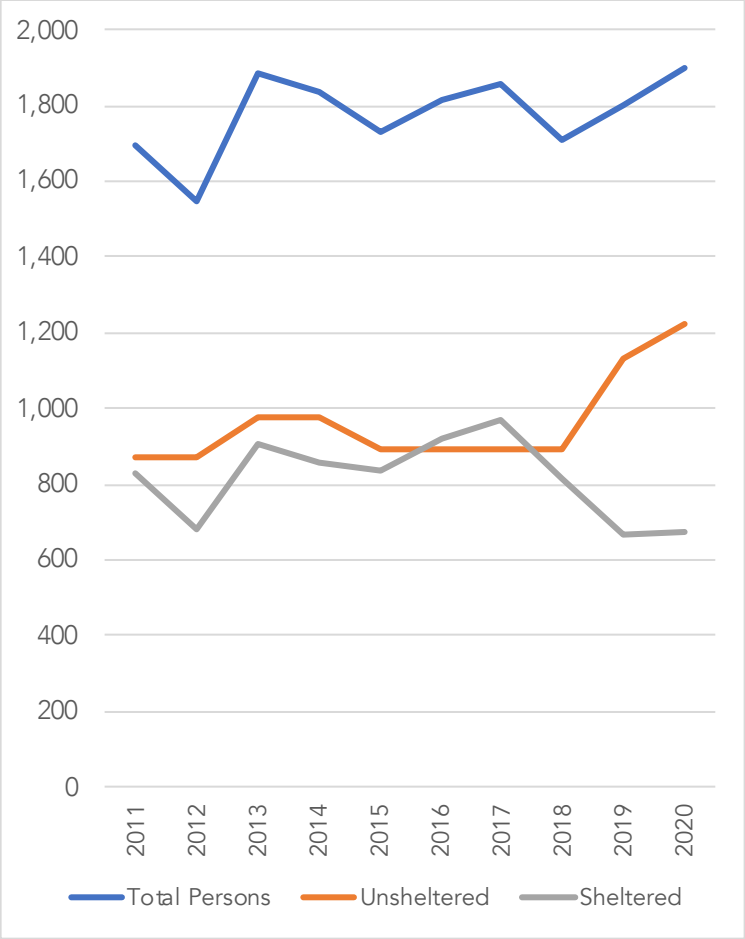
In January 2020 there were a total of 1,897 persons experiencing homelessness on a single night. The majority (68%) of the population experiencing homelessness is in South County, specifically in the City of Santa Barbara. Twenty percent (20%) of the population is in the City of Santa Maria, 11% is within the City of Lompoc, and is 9% within the City of Goleta.

Figure 7. 2019 and 2020 Homeless Point-In-Time County Figures by City

CITY/AREA	2020 TOTAL	2019 TOTAL
Carpinteria	39	21
Summerland	8	8
Montecito	6	6
Goleta	166	119
Santa Barbara	914	887
Isla Vista	69	33
South Coast areas including Gaviota, East Goleta Valley, Mission Canyon and Toro Canyon.	90	not reported
Lompoc	211	249
Vandenberg Village/Mission Hills	5	
Buellton/Solvang/Santa Ynez Valley	2	5
Santa Maria	382	464
Orcutt	2	7
Guadalupe	3	4
New Cuyama	0	0
TOTALS	**1,897**	**1,803**

When looking at annual counts over a 10-year period, the numbers have been trending upwards, with 2020's figures the highest the region has seen. The number of unsheltered persons living on the streets, beaches, in riverbeds, and in vehicles has been increasing, while the number of sheltered persons has decreased. This can be correlated to the decreased availability of temporary, emergency shelter beds at the same time as increased rental costs.

Figure 8. 10 Year Point-In-Time Count Trends

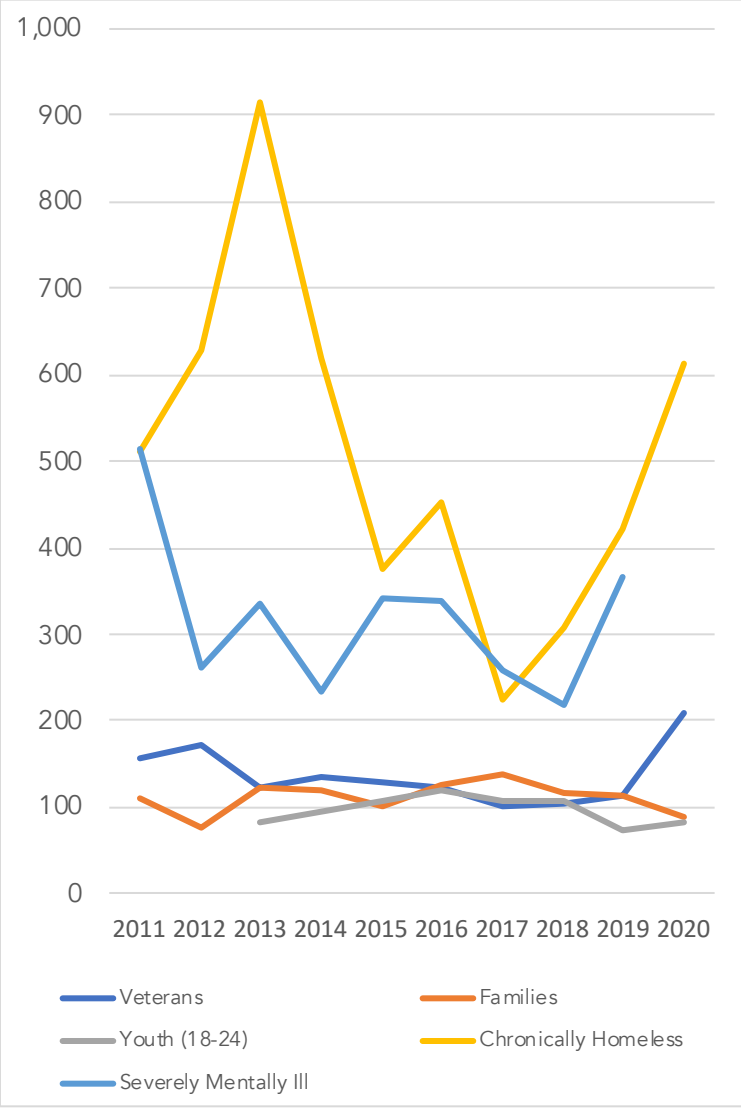


"The number of unsheltered persons living on the streets, beaches, in riverbeds, and in vehicles has been increasing, while the number of sheltered persons has decreased."

Subpopulation Trends

Although the total number of people experiencing homelessness has risen over the past 10 years, there are variations when examining subpopulations (Figure 9). The region has seen a steady decline in the total number of homeless veterans. However, this number trended upward in 2020. Chronic homelessness has fluctuated over the years, with the region experiencing declines from an all-time high in 2013 through 2018. However, from 2018 to 2020 the number has been on the rise. Family homelessness has remained relatively steady with a slight decline in the total number of families experiencing homelessness starting in 2017 and continuing to 2020. The number of unaccompanied youth age 18-24 has also seen decreasing figures starting in 2017.

Figure 9. 10 Year Point-In-Time Count Trends Sub-Populations



Persons Served Annually with Homeless Assistance Services

PIT Count figures are important gauges of the extent of homelessness in Santa Barbara County, but it is only a one-night snapshot of the population and there are limitations to the count. HMIS can serve as a powerful tool for understanding the extent of the population experiencing homelessness beyond the PIT Count. While the PIT Count looks at homelessness on a single night, the homeless system in Santa Barbara County provides services to nearly twice as many people on an annualized basis, and probably more are served given that the figure only includes programs who enter their data into HMIS.

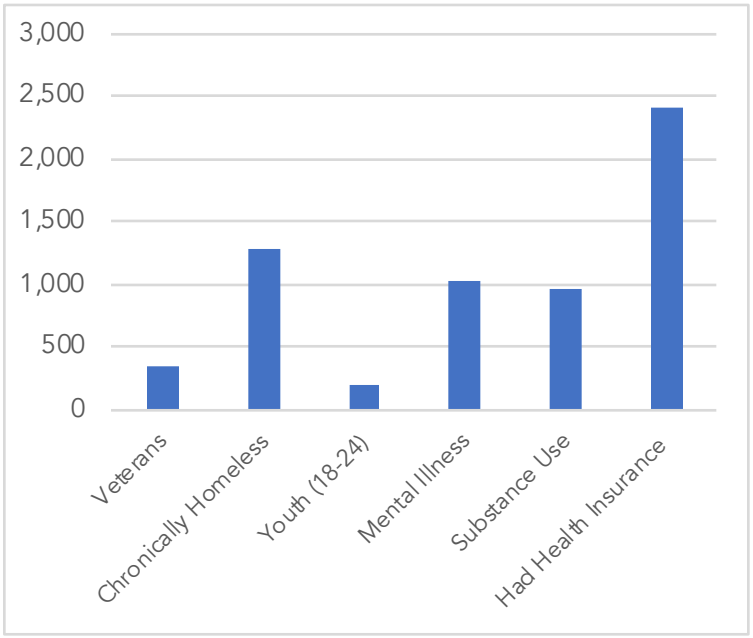
For example, HMIS data shows that in the twelve-month period from October 2018 through September 2019, there were a total of 3,623 unduplicated persons who received homeless assistance in Santa Barbara County; while the PIT count from January 2019 was 1,803. HMIS data includes individuals and families who receive services such as Homelessness Prevention, Street Outreach, Emergency Shelter, Rapid Rehousing and Permanent Supportive Housing (PSH).[3] When looking at households, this figure includes 2,877 unique households comprised of primarily single adults (2,626 households) and 250 families with children. Because some homeless services providers elect to not enter data in HMIS, the true number of people who receive homelessness assistance across the county is unknown. This is a severe limitation when using HMIS for system planning and measuring performance of the entire system.

Figure 10 displays persons served in various sub-populations annually. It is helpful to look at annualized figures as they can help understand the flow of the homeless system. For example, while there were only 82 youth identified in the 2020 PIT Count, the homeless system served 200 youth annually.

This indicates that the system needs the capacity to serve a higher number of persons, including new youths entering the homeless assistance system.

Another important datapoint collected in HMIS is the health insurance coverage status. Although collecting health insurance information is a challenge across all populations and programs, the majority of people entered into the system do have recorded health insurance status. Of those who had recorded insurance status, 76% of those were on Medi-Cal. This is important to understand as there are significant opportunities for Medi-Cal Managed Care Plans to play a critical role in addressing housing and homelessness in the state's proposed California Advancing and Innovating Medi-Cal initiative (CalAIM). Within the enhanced care management portion of CalAIM, there is proposed funding from Medi-Cal for housing navigation, housing retention supports, medical respite/recuperative care programs, funding for housing security deposits, and other services.[4] Santa Barbara County has an advantage as there is only one CalAIM health plan in the region, CenCal, making partnership and coordination simpler.

Figure 10. Annual Numbers of Persons Served: Sub-Populations



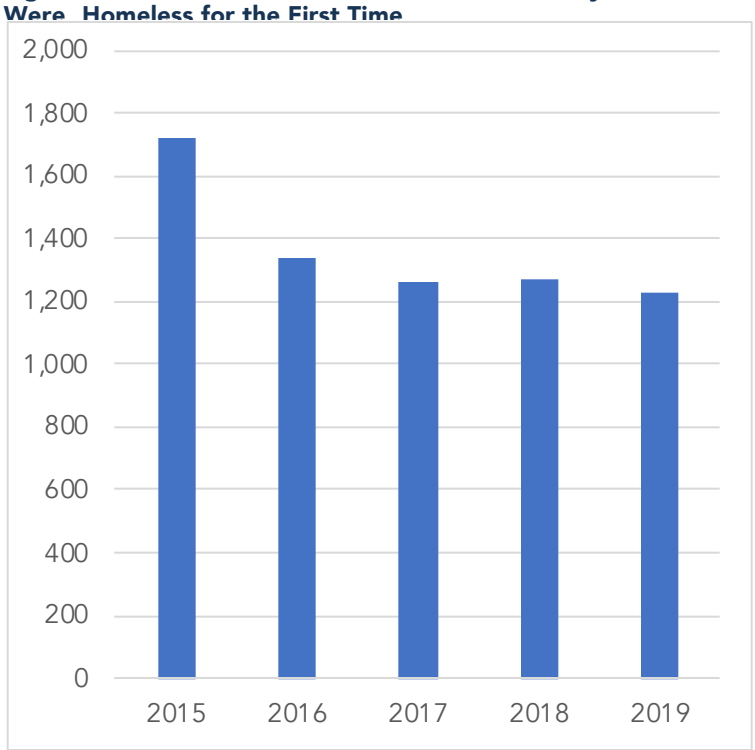
3 *This figure includes formerly homeless households in RRH and PSH programs who may no longer meet the definition of homelessness.*

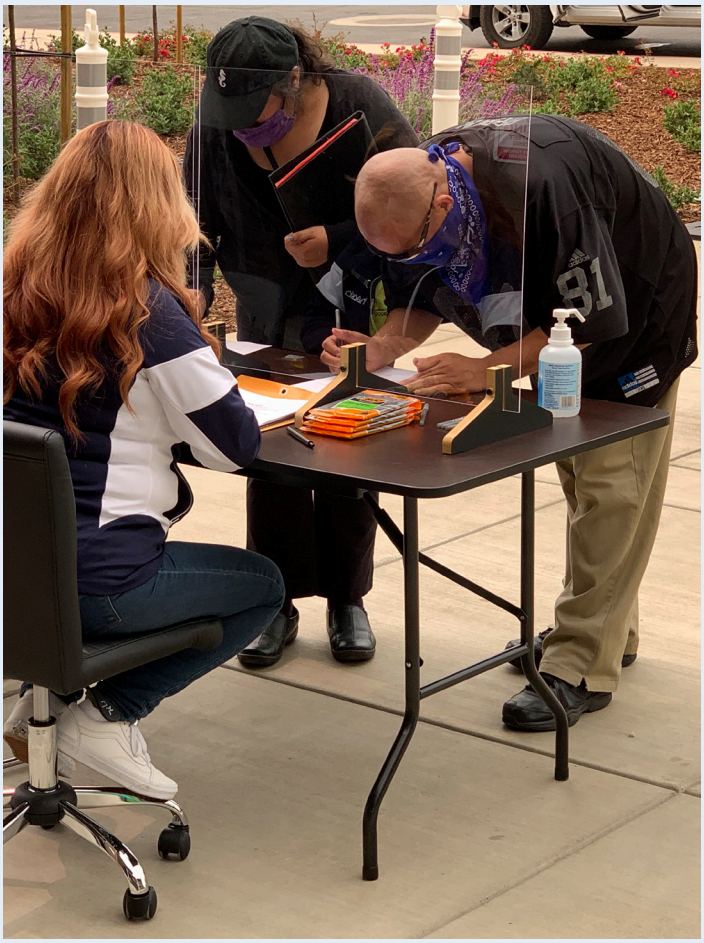
4 https://www.dhcs.ca.gov/provgovpart/Pages/CalAIM.aspx

Persons Experiencing Homelessness for the First Time

With an increased number of total persons homeless in 2020 and a significant number of unsheltered individuals living in vehicles, it is necessary to look at the number of people who are experiencing homelessness for the first time. Figure 11 identifies the number of people who accessed homeless services on an annual basis and did not have a previous interaction with the homeless system within past two years. (Note: This is HUD's definition of persons experiencing homelessness for the first time. It is part of their annual System Performance Measures and is based on data entered in HMIS). In 2019, the region saw a decrease in the number of total persons who were categorized as experiencing homeless for the first time. The last time Santa Barbara County saw this statistic decrease was five (5) years ago in 2014. Nevertheless, over 1,200 persons in 2019 accessed homeless services in the county for the first time, indicating a need for increased prevention and shelter diversion programming.

Figure 11. Number of Persons Served Annually Who Were Homeless for the First Time





"In 2019, the region saw a decrease in the number of total persons who were categorized as experiencing homeless for the first time. The last time Santa Barbara County saw this statistic decrease was five (5) years ago in 2014. Neverthe-less, over 1,200 persons in 2019 accessed homeless services in the county for the first time, indicating a need for increased prevention and shelter diversion programming."

Available Homeless Dedicated Housing Interventions

Santa Barbara County's homeless crisis response system is designed to quickly connect homeless individuals and families to permanent housing, but the lack of affordable units is a major barrier. It is composed of various interventions such as homelessness prevention, street outreach, and temporary and permanent housing. Specific to housing programs, homeless services providers in the Santa Maria/Santa Barbara County CoC operate the following temporary and permanent housing programs:

PATH Santa Barbara

Emergency Shelter (ES): Temporary housing program that generally provides a low-barrier (minimal requirements for program eligibility), safe place for people to stay while awaiting housing placement. Programs are focused on assisting a household with accessing permanent housing but generally have some support services that may include connections to health and behavioral health services, linkages to mainstream services, employment assistance, and others. Programs also include safe environments for persons fleeing domestic violence situations. Some shelters in the Santa Maria/Santa Barbara County CoC are not low-barrier, and have specific requirements for entry, e.g., sobriety requirements.

Agencies operating ES programs as of 2020 include:

Channel Islands YMCA, Department of Social Services, Domestic Violence Solutions for Santa Barbara County, Good Samaritan Shelter, Junior League, People Assisting the Homeless (PATH), Rescue Mission, Salvation Army, Transition House, and Willbridge of Santa Barbara. When extreme winter weather is forecast for Santa Barbara County, Freedom Warming Centers provides a safe, dry and warm place to sleep, and approximately half of those served by FWC are not connected to other services (service-resistance may be a factor).

Good Samaritan Shelter

Transitional Housing (TH): Temporary housing program that provides more intense support services and a longer length of stay - up to two years. Programs are focused on addressing barriers to housing stability that individuals and families may have prior to accessing permanent housing. Such barriers could include employment, mental health, substance use, and other issues. Generally transitional housing programs have higher barriers to entry and more stringent program rules, such as sobriety requirements and treatment adherence.

Agencies operating TH programs as of 2020 include:

Domestic Violence Solutions for Santa Barbara County, Good Samaritan Shelter, Salvation Army, Santa Barbara County Community Housing Corporation, Transition House, Willbridge of Santa Barbara and others serving people moving from homelessness, but not dedicated to homelessness.

New Beginnings Counseling Center

Rapid Re-Housing (RRH): Permanent housing program that provides housing search assistance, time-limited rental assistance for units in the private rental market, and wraparound case management to promote housing stability and increased income for housing retention and self-sufficiency. RRH is targeted to mid-level acuity households who are likely to become self-sufficient in time and most likely be employed.

Agencies operating RRH programs as of 2020 include:

Department of Social Services, Good Samaritan Shelter, New Beginnings Counseling Center, PATH, Salvation Army, and Transition House.

Housing Authority of the County of Santa Barbara

Permanent Supportive Housing (PSH): Permanent housing programs provide subsidized housing either in a designated PSH development with units within a single location, or in a scattered site model with units leased throughout the existing rental market. In addition to housing, PSH provides wrap-around supportive services including mental health and substance-use disorder programming. PSH is targeted to those most in need, with significant challenges, and who are affected by disabling conditions.

Agencies operating PSH programs as of 2020 include:

Channel Islands YMCA, City Net, Good Samaritan Shelter, Housing Authority of the City of Santa Barbara, Housing Authority of the County of Santa Barbara, Mental Wellness Center, PathPoint, Sanctuary Psychiatric Centers of Santa Barbara, Santa Barbara Community Housing Corporation, Sarah House, and WillBridge of Santa Barbara County

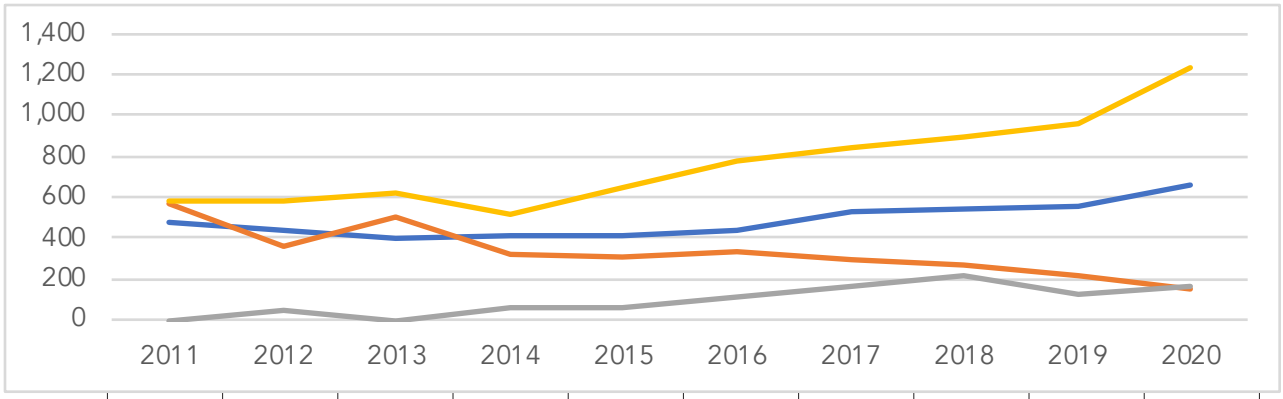
Housing Authority of the City of Santa Barbara:

Other Permanent Housing (OPH): Other permanent housing is affordable, subsidized housing dedicated to homeless households primarily in single-site housing locations. Supportive services provided in this model are minimal, however individuals and families can access various community-based and mainstream supports. Targeted to homeless households who may need a long-term affordable housing subsidy but may not need intense wraparound supportive services.

Agencies operating OPH programs as of 2020 include:

Good Samaritan Shelter, Housing Authority of the City of Santa Barbara, Housing Authority of the County of Santa Barbara, People's Self-Help Housing, Transition House and others serving people moving from homelessness, but not dedicated to homelessness.

Figure 12. 10 Year Homeless Housing Inventory Count Trends – Total Beds by Inventory Type



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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 Inventory Count of Dedicated Homeless Beds

The number of temporary and permanent housing beds has been increasing countywide over the last decade. Figure 12 provides an overview of housing inventory trends across the different interventions since 2011. In general, PSH/OPH, RRH, and emergency shelter beds have been increasing while transitional housing beds have seen a decrease. This correlates with federal priorities around funding for homeless housing interventions. Although the region has seen an increase of total housing beds, it is still not enough to meet the current demand for temporary or permanent housing placements.

Coordinated Entry System Demand

The Coordinated Entry System (CES) is a HUD-mandated activity for all communities across the country that seeks to ensure any individual or family who is at-risk of homelessness or is currently experiencing homelessness has access to the homeless crisis response system. CES also ensures that: the community has an agreed upon assessment process to determine the needs of each household; there is an approved prioritization process for resource allocation based on need; and that there is a streamlined process and method for referring people to those resources. HUD has published federal guidelines for communities in regard to planning, implementing, and operating a CES.

In Santa Barbara County, United Way of Northern Santa Barbara County - Home for Good is the Coordinated Entry System Lead Agency and is responsible for overall coordination, planning, and oversight of CES with support from the County of Santa Barbara's Housing and Community Development Division. HUD requires programs that

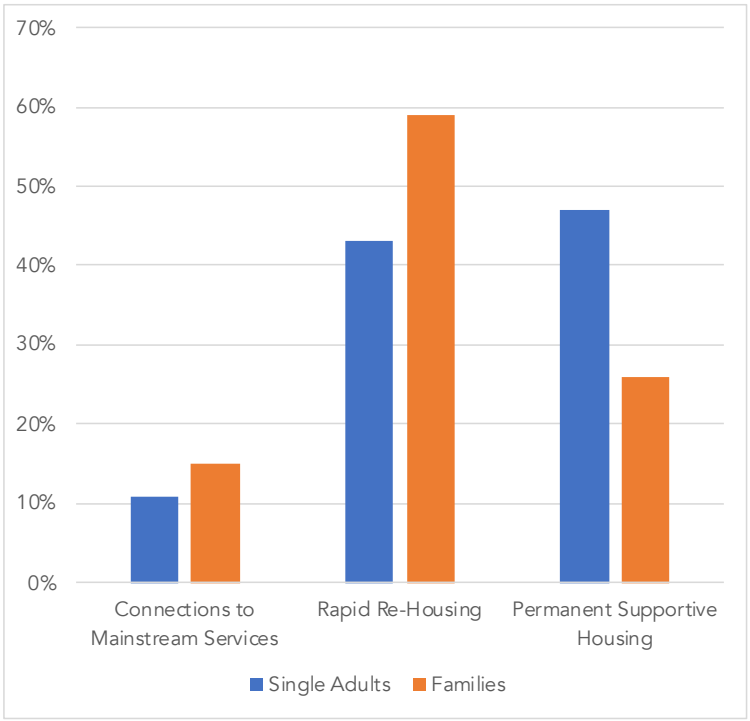
receive federal homeless assistance funding through their Continuum of Care and Emergency Solutions Grant (ESG) programs to participate in CES; and, HUD strongly recommends that all programs and resources dedicated to addressing homelessness in a community participate in CES. The State of California also mandates the use of CES as part of new state funding for homelessness. New efforts that will be funded by Medi-Cal also make mention of CES.

"Although the region has seen an increase of total housing beds, it is still not enough to meet the current demand for temporary or permanent housing placements."

In addition to being the community system for accessing homeless services and housing, CES can serve as a system planning tool to understand the needs of the population and correlated housing intervention strategies. Santa Barbara County uses the VI-SPDAT (Vulnerability Index - Service Prioritization Decision Assistance Tool) as the region's approved CES assessment tool. The VI-SPDAT is used by the majority of communities across the country to assess needs and assign a total score that is then correlated to an appropriate housing intervention. While assessment scores generally reflect the factors included in the prioritization process, the assessment score alone does not necessarily determine the relative order of potential participants for resources. Additional consideration, including use of case conferencing, is often necessary to ensure that the outcomes of the assessment more closely align with the community's prioritization process by accounting for unique population-based vulnerabilities and risk factors. Santa Barbara County includes HUD disabling conditions and length of time homeless into the prioritization scheme. Households scoring lower on the assessment may be considered less vulnerable and can be referred to the types of mainstream services available to the community at large. This group may need a brief stay in shelter and other temporary services to access stable housing; but individuals and families with a lower score may resolve their homeless crisis with limited assistance from the homeless crisis response system. Households scoring with mid-range acuity are referred for Rapid Re-Housing (RRH) which includes assistance with housing location and navigation, temporary rental assistance (generally up to 24 months), and housing-based case management to assist households with the transition to self-sufficiency. More vulnerable households are recommended for Permanent Supportive Housing (PSH), an intense intervention that provides subsidized affordable housing paired with wrap-around supportive services, sometimes for an extended period of time.

As of October 2019, there were a total of 1,730 single adults age 18 and up who had been assessed through CES and 330 families. When looking at single adults, 11% were assessed as needing a connection to mainstream services, 43% needed RRH, and 47% needed PSH. The figures differed for families, with 15% needing a connection to mainstream services, 59% needing RRH, and 26% needing PSH.

Figure 13. Recommended Service Interventions Based on CES Assessments



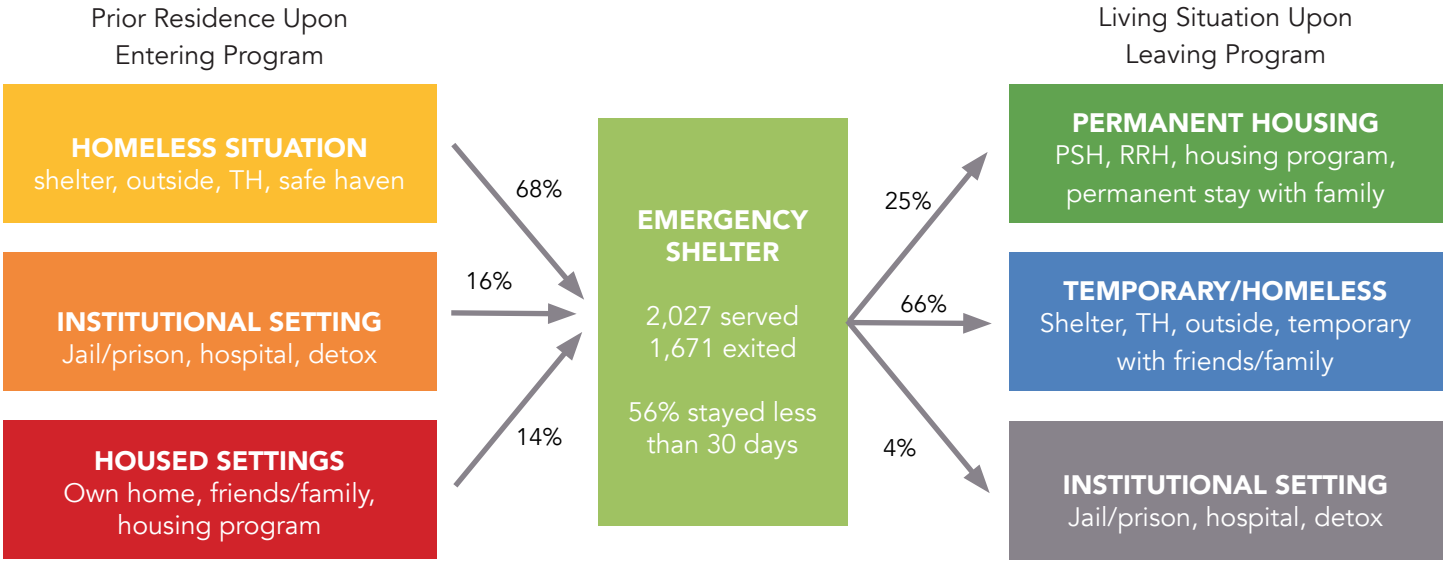
Current Performance of the Homeless Crisis Response System

Ensuring there are adequate housing resources for homeless people is important; however, equally important is an understanding of how individuals and families flow through the system, and to ensure the system and various programs are performing at optimal levels. There are seven performance measures in the Homeless Management Information System (HMIS). Each measure may have one or more "metrics" used to measure the system performance. The seven measures are as follows:

1. The Length of Time Persons Remain Homeless
2. The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness
3. Number of Homeless Persons
4. Employment and Income Growth for Homeless Persons in CoC Program-funded Projects
5. Number of Persons who Become Homeless for the First Time
6. Homeless Prevention and Housing Placement of Persons Defined by Category 3 of HUD's Homeless Definition in CoC Program-funded Projects
7. Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

There are over 3,000 people who access homeless services annually in the region. Figure 14 provides a visual of the over 2,000 people who accessed emergency shelter countywide from October 2018 through September 2019, including where people were staying prior to shelter entry and their destination upon exit. (Appendix A includes similar visuals of the flow of persons for all homeless interventions). When looking at where people are prior to accessing homeless services such as emergency shelter, the data indicates that the majority were staying on the streets or in other shelter programs prior to shelter entry. However, 14% were staying in a housed location prior to shelter intake. That includes staying with friends or family or in their own rental or owned home. Additionally, 16% were entering shelter from an institutional setting - either from a hospital, substance use treatment or detox program, or a criminal justice setting such as jail or prison. This is understandable, in part, because some shelters have agreements with local hospitals for placements. Collectively it appears that 30% are entering a critical homeless resource such as emergency shelter from non-homeless settings. While some individuals likely met the definition for homelessness when they entered the institutional setting, this data does indicate an opportunity for increased prevention and shelter diversion programming at the front door of the shelter, and for discharge planning in institutional settings, to ensure that shelter beds are provided to those most in need.

Figure 14. Annual Flow of Persons through All Emergency Shelter Beds in the Region



Performance of Project Types in Successful Housing Placements

Reviewing where people are staying prior to entering the homeless crisis response system can help us understand who is coming into homelessness and if there are opportunities for prevention and shelter diversion, but it is also important to understand the success of homeless inter-ventions. Success can be defined as keeping people housed as in the case of homelessness prevention programs; supporting people with accessing perma-nent housing for shelter, transitional, and RRH programs; or ensuring people remain housed in PSH and OPH programs - and if they do leave, that they exit to another permanent housing location. Figure 15 provides an over-view of performance across different project types within the region from October 2018 through September 2019. These figures include any programs that operate these interventions regionwide and record data in HMIS.

When reviewing annual performance data across various interventions it is interesting to know that while Homelessness Prevention programs were extremely successful in keeping people in housing, there is a significant lack of those programs (or HMIS data entry) in the region as only 27 total households received support in a year. RRH programs were also very successful in the region with helping households access permanent housing; however, relatively small numbers were served given the demand identified by CES. The performance of shelter, transitional housing, and PSH programs were fairly typical when comparing outcomes to other communities, but there is also room for improvement. However, for emergency shelter and transitional housing programs, their success primarily depends on having units in the community available for placements.

Figure 15. Annual Flow of Persons through All Emergency Shelter Beds in the Region

PROJECT TYPE	TOTAL PERSONS SERVED	SINGLE ADULT HOUSEHOLDS	FAMILY ADULT HOUSEHOLDS	PERMANENT HOUSING PLACEMENTS*
Emergency Shelter	2027	1495	157	25%
Transitional Housing	317	195	31	57%
Rapid Re-Housing	440	175	74	71%
Permanent Supportive Housing	347	272	21	52%
Other Permanent Housing	86	7	14	100%
SSVF Homelessness Prevention**	58	19	8	93%

**PSH in the county is successful at keeping people permanently housed with a 97% retention/successful exit rate in 2019 as measured by HUD (figures only include PSH programs that enter data in HMIS).*

*** The permanent housing placements for prevention might appear high because there were very few prevention programs during this year.*

System Performance Measures

Most public and private funders are increasingly linking funding to performance. HUD has moved from looking solely at the performance of specific programs to reviewing how well the community is performing as a collective system in providing homeless services. HUD is also increasingly linking funding to overall system performance. It is important to note that when HUD looks at system performance, it includes all programs providing homeless services in a community, not just those who receive HUD funding.

HUD has a set of seven System Performance Measures used to measure all CoCs across the country. Measurements include: the length of time people remain homeless, the number of returns to homelessness, total number of homeless persons (based on the PIT Count), number of people who become homeless for the first time, employment and income growth, and successful placements and retention in permanent housing. Although HUD has seven measures, there are three measures that HUD emphasizes: length of time homeless, successful placements, and returns to homelessness. Again, the data available to analyze these measures only includes programs who enter data into HMIS.

Figure 16 includes a five-year trend of Santa Barbara County's performance with the length of time people remain homeless. HUD measures this in two ways: 1) The average length of time people stay in emergency shelter and safe havens (Santa Barbara County does not have any Safe Haven projects); and 2) The average length of time people stay in emergency shelter, safe havens, and transitional housing programs. Santa Barbara County is seeing positive results with both measures as length of time in programs has been decreasing.

Figure 16. Length of Time Homeless – Average Number of Days in Temporary Housing Programs

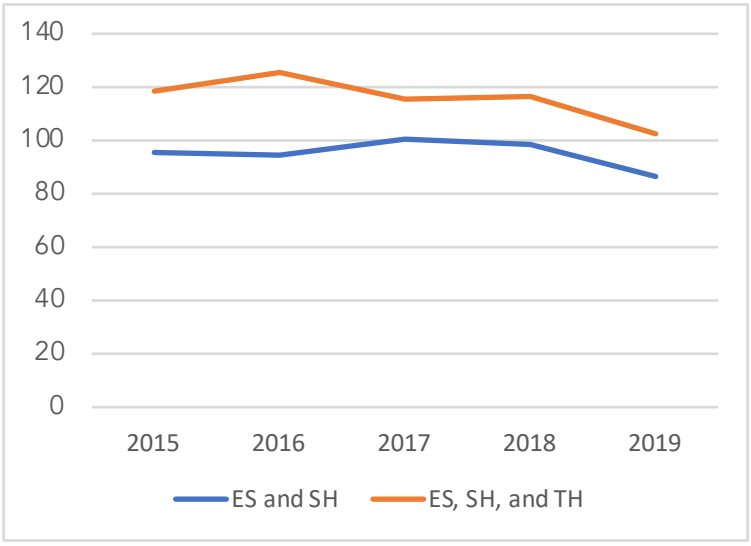


Figure 17 includes a five-year trend looking at successful placements from street outreach programs and temporary housing programs (emergency shelter, transitional housing) and RRH programs (Note: HUD combines these programs for this measure). For street outreach programs, successful placements include placements into a temporary setting such as a shelter or detox program as well as placements into permanent housing. Street outreach programs have seen significant increases in successful placements over the last five years. Successful placements for temporary housing and RRH only include permanent housing placements and the region has been trending downward, due in part to the limited supply of PSH and OPH units.

Figure 17. Successful Placements from Street Outreach and Temporary Housing/Rapid Re-Housing

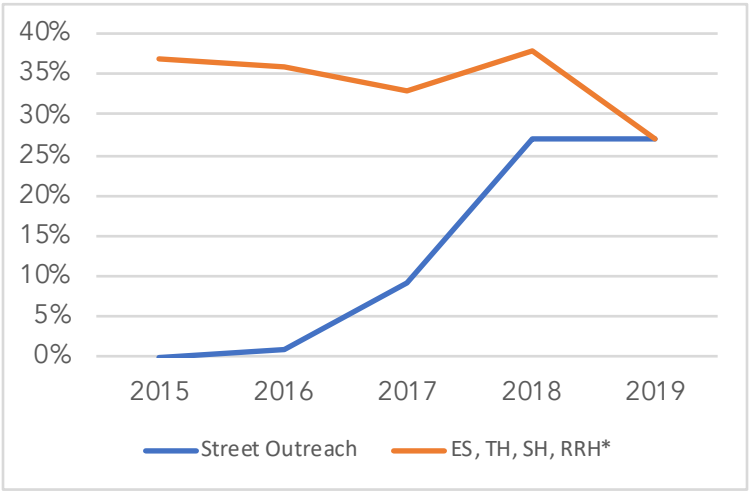
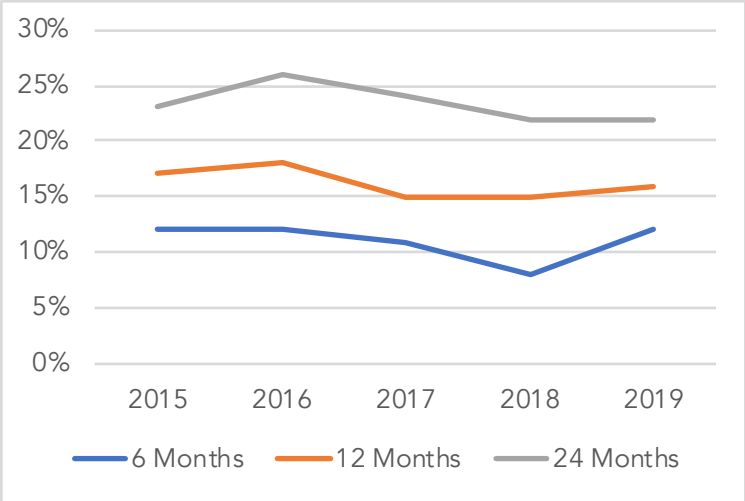


Figure 18 highlights Santa Barbara County's performance for households who were placed in permanent housing, but then return to homelessness within different intervals – 6 months, 12 months, and 24 months. Returns to homelessness across the various time periods have fluctuated slightly over the past five years but remain relatively consistent with 12% of successful households returning to homelessness in 6 months, 16% within 12 months, and 22% within two years when looking back (as of 2019).

Figure 18. Returns to Homelessness within 6, 12, and 24 months



Overall, System Performance in Santa Barbara County is mixed. It is positive that the length of time households spend in temporary housing programs is decreasing; however, successful exits from those programs are also decreasing. Street outreach is performing well in getting people off the streets and into temporary or permanent housing. And while returns to homelessness is holding steady over the last five years it is important to understand that over 10% of those who exit to permanent housing fall back into homelessness within six months, that number rises to 25% within two years.

For funding decisions HUD does not compare Santa Barbara County to other CoCs but rather looks at each CoC and reviews their current performance compared to prior performance. However, every CoC across the country uses the same metrics, so Santa Barbara County can also understand how they are performing compared to some of their neighboring central coast CoCs.

"Santa Barbara County has the largest number of persons experiencing homelessness for the first time, but the number is decreasing."

Appendix B provides data on how Santa Barbara County compared to Ventura, San Luis Obispo, and Monterey/San Benito counties CoCs from 2015-2018 (HUD only has publicly available data through 2018). Key takeaways with comparisons to the other central coast CoCs include:

- **Length of time homeless in Emergency Shelter:** San Luis Obispo has seen significant decreases, while the average in Ventura has been increasing and as of 2018 is very similar to the average length of time homeless in Santa Barbara County. The average for Monterey and San Benito counties has remained flat but is significantly lower than Santa Barbara County.
- **First time homeless:** Santa Barbara County has the largest number of persons experiencing homelessness for the first time, but the number is decreasing. San Luis Obispo and Ventura are also seeing similar trends with decreased numbers over the last few years while Monterey and San Benito counties are trending upwards.
- **Successful Placements from Temporary Housing Programs and RRH:** Santa Barbara County was in the middle of the pack when reviewing successful placement rates in 2018. Ventura performed the highest with a 52% success rate, Monterey/San Benito achieved a rate of 40% with Santa Barbara County at 38% and San Luis Obispo at 31%.
- **Returns to Homelessness within 24 months:** Santa Barbara County has room for improvement when comparing rates of returns to homelessness within 24 months with neighboring counties. In 2018 Santa Barbara County was at a 22% return rate, Monterey/San Benito was at 12%, San Luis Obispo was at 9%, and Ventura was at 5%.

Summary of Homeless System-Wide Understanding and Needs

The Phase I Action Plan provided a good foundation for understanding the needs across Santa Barbara County to address homelessness. The sections above build on the Phase I analysis and include a more in-depth analysis of the PIT data, available funding, housing inventory, and project and system performance. Based on findings from the Phase I Action Plan and the analysis above, the following understandings and needs can be derived and should be the basis for the goals and strategies that the region sets forth. Committing to goals and strategies based on objective data is critical when making decisions moving forward.

- At 22%, Santa Barbara County has the second highest poverty rate in the state – second only to Los Angeles County.
- Housing affordability continues to significantly impact households across the county and remains a key factor contributing to homelessness and is a barrier to successful permanent housing placements.
- Santa Barbara County has a sizable population of people experiencing homelessness living in their vehicles and saw over 1,200 persons enter homelessness for the first time in 2019.
- The number of people experiencing homelessness in Santa Barbara County stayed relatively flat over the last decade through 2019, then saw a significant increase in 2020, especially among the population living unsheltered – on the streets, on area beaches, along riverbeds, and in vehicles.
- Funding from HUD for the CoC program has been steadily increasing and the CoC received over $2 million in the 2019 award. More importantly, the state is providing unprecedented resources to address homelessness that require coordination and alignment for maximum impact. Most of the funding from the state is coming directly to the CoC or the county and a significant portion is subcontracted to nonprofit service and housing providers; however, there is a proposed State program, that would create a fund of $750 million that would be divided into sub-regions in which Santa Barbara County is in a group with other Central Coast counties.
- A significant portion of the population experiencing homelessness is enrolled in Medi-Cal, which is critical for ensuring access to appropriate healthcare services. At the same time, this provides an opportunity for funding from Medi-Cal to pay for housing-related services. As part of the State's CalAIM initiative, under the enhanced care management section, there is proposed funding from Medi-Cal to pay for housing navigation, housing tenancy supports, medical respite/recuperative care programs, funding for housing deposits, and others.[5] Santa Barbara County has an advantage as there is only one health plan in the region, CenCal, simplifying coordination. The State has delayed the launch of CalAIM because of economic impacts of the Coronavirus.
- Housing inventory resources in the form of emergency shelter, RRH, and PSH/OPH have been increasing over the past decade while the region has seen a decrease in total transitional housing beds. However even with substantial increases in dedicated homeless housing, demand for shelter, transitional, bridge, and permanent housing opportunities far exceed availability, limiting new placements and successful performance.
- Street outreach programs and their effectiveness have increased over the past two years, including improved results in connecting people to shelter and housing. UWNSBC Home for Good coordinates regional CES outreach activities and provides direct outreach through dedicated staff and AmeriCorps volunteers. County Behavioral Wellness also plays a significant role providing regional outreach specifically to those with mental health issues. Other providers such as City Net, YMCA, Santa Barbara County Sheriff, Santa Barbara City Police Department, Fighting Back Santa Maria Valley, SB ACT, Doctors Without Walls Street Medicine program, and Showers of Blessing provide critical services to those living on the streets and partner with other street outreach providers. While efforts

5 https://www.dhcs.ca.gov/provgovpart/Pages/CalAIM.aspx

are strong, data from a recent year showed that only 598 persons were served through outreach annually. This indicates that street outreach programs are not reaching a portion of those experiencing unsheltered homelessness in the region, or that programs are not recording data in HMIS.

- In comparison to other Central Coast CoCs, Santa Barbara County is performing in the middle of the pack on most System Performance Measures. However, Santa Barbara County is significantly underperforming compared to its neighbors when it comes to the rates at which households return to homelessness within two years. Santa Barbara County's rate of return is more than double compared to the other Central Coast CoCs.
- A lack of participation in HMIS impacts the ability to provide the community, funders and stakeholders with a comprehensive view of the homeless response system. And for some sources, specifically HUD, lack of HMIS participation impacts the amount of funding the total region receives.
- There is a need for more services tailored to meet the unique needs of specific populations.
  - » Chronic homelessness and unsheltered counts are rising.
  - » Many individuals need expanded and enhanced services. Over 10% of those who exit to permanent housing fall back into homelessness within six months, and that number rises to 22% within two years.
- There is a critical need for more affordable housing and better matching of housing interventions to household types.
  - » The largest unmet need is additional RRH based on CES demand data. Families in the region primarily need RRH while individuals affected by disabling conditions primarily need PSH.
  - » 70% of households successfully exiting from RRH is notable, though the number of returns to homelessness rates within two years supports the need for longer-term rental assistance.
- There is a need for more efforts targeting youth, veteran, and family populations. Each of these populations represent a relatively small number within the population experiencing homelessness; therefore, with focused attention the community could significantly reduce the numbers of these critical populations.
  - » Though the percentage of homeless youth has been declining in recent years, the majority of homeless youth are experiencing unsheltered homelessness.
  - » The total number of veterans experiencing homelessness has been decreasing; however, 2020 saw the first increase in veteran homelessness in recent years, with many veterans living unsheltered.
  - » As of November 2019, there were a total of 129 unused HUD Veterans Affairs Supportive Housing (VASH) program vouchers between the County and City of Santa Barbara County Housing Authorities. If the region were able to fully use these vouchers, there would be a significant decline in veteran homelessness.
  - » The number of families living in shelters has increased steadily while the total number of homeless families has been declining in recent years.
- There is a need for more homeless prevention and shelter diversion resources.
  - » Only 27 households received homeless prevention resources in a recent 12-month period, which is extremely small considering about 1,000 households are evicted annually in Santa Barbara County. Those that did receive prevention support were largely successful in retaining permanent housing.
  - » 14% of people entered emergency shelter from a housed situation, highlighting the need to have diversion activities at the front door of the shelter system.

"Committing to goals and strategies based on objective data is critical when making decisions moving forward."

APPENDIX

Key Terms and Definitions

The following definitions are from the HUD Glossary and the Los Angeles Homeless Services Authority (LAHSA) Glossary of Terms/Acronyms.

AFFORDABLE HOUSING: In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. Please note that some jurisdictions may define affordable housing based on other, locally determined criteria, and that this definition is intended solely as an approximate guideline or general rule of thumb.

AFFORDABLE HOUSING PROGRAM (AHP): A competitive program of the Federal Home Loan Bank (FHLBanks) system that provides grants twice a year through financial institutions for investment in low- or moderate-income housing initiatives. The program is flexible, so that AHP funds can be used in combination with other programs and funding sources, thus promoting a project's feasibility.

AMERICAN COMMUNITY SURVEY (ACS): A nationwide survey designed to provide communities with a fresh look at how they are changing. It is a critical element in the Census Bureau's reengineered 2010 census plan. The ACS collects information such as age, race, income, commute time to work, home value, veteran status, and other important data from U.S. households.

AMERICAN HOUSING SURVEY (AHS): Contains data on apartments, single-family homes, mobile homes, vacant homes, family composition, income, housing and neighborhood quality, housing costs, equipment, fuels, size of housing units, and recent movers. National data are collected every other year, from a fixed sample of about 50,000 homes, plus new construction each year. The survey started in 1973 and has relied on the same sample since 1985, allowing users to view statistical changes in homes and households over the years. In some metropolitan areas, additional samples (every four to six years) measure local conditions.

ANALYSIS OF IMPEDIMENTS (AI): A review of impediments or barriers that affect the rights of fair housing choice. It covers public and private policies, practices, and procedures affecting housing choice. The AI serves as the basis for fair housing planning, provides essential information to policymakers, administrative staff, housing providers, lenders, and fair housing advocates, and assists in building public support for fair housing efforts.

ANNUAL ADJUSTMENT FACTOR (AAF): Section 8 of the U.S. Housing Act of 1937 provides for annual rent adjustments for housing units assisted under this section. HUD develops the rent adjustment factors, called AAFs, on the basis of Consumer Price Index (CPI) data on changes in residential rent and utility costs. HUD publishes the AAFs annually in the Federal Register.

ANNUAL CONTRIBUTION CONTRACT (ACC): Annual contracts with Public Housing Authorities for payments toward rent, financing debt service, and financing for modernization.

ANNUAL INCOME: The HOME Program allows the use of three income definitions for the purpose of determining applicant eligibility:

- Annual income as defined in the Code of Federal Regulations (24 CFR 5.609);
- Annual income as reported under the Census Long Form for the most recent decennial census; or
- Adjusted gross income as defined for purposes of reporting under Internal Revenue Service (IRS) Form 1040 series for individual federal annual income tax purposes.

The definitions are collectively referred to as "annual income" and are also used in the Community Development Block Grant (CDBG) Program.

BRIDGE (RESERVED CRISIS) HOUSING: Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through the Coordinated Entry System (CES). The intention of this emergency housing is to provide individuals with some stability, so that they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to housing. Crisis Housing bed converts to a Bridge (Reserved Crisis) Housing bed if the program participant does not self-resolve their episode of homelessness within 14 days.

BUILDING CODE: A set of building construction requirements developed and administered by national and local bodies to ensure that buildings meet certain minimum standards for structural integrity, safety, design, and durability.

CASE CONFERENCING: A region's formal, planned, and structured meeting in which providers coordinate staffing assignments, provide client level updates, and ensure coordination of services. The goal of case conferencing is to provide holistic, coordinated, and integrated services across providers, and to reduce duplication. Case conferences are usually multidisciplinary, and include multiple providers from throughout the SPA or region. Case conferences should be used to identify or clarify issues regarding a participant's housing status and progress towards permanent housing; to review activities including progress and barriers towards housing; to assign primary Housing Navigation responsibilities; to strategize solutions; and to adjust current service plans, as necessary. Case conferences may be face-to-face or by phone/videoconference, held at routine intervals or during significant change. Case conferencing must be documented and must follow any policies and procedures established for the Coordinated Entry System (CES).

CASE MANAGEMENT: Case management is defined by the Case Management Society of America as "a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services" to meet individual needs. Case Management in the context of the Coordinated Entry System (CES) should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting "health, recognition, and well-being" (USICH, 2016). Case Managers in CES should ultimately focus on linking the client to a permanent housing resource and providing the necessary services needed to promote housing stability.

CENSUS TRACT: A small, relatively permanent statistical subdivision of a county or statistically equivalent entity, delineated for data presentation purposes by a local group of census data users or the geographic staff of a regional census center in accordance with Census Bureau guidelines.

CENSUS TRACT NUMBER: A four-digit basic number, followed by an optional two-digit decimal suffix, used to uniquely identify a census tract within a county or statistically equivalent entity.

CODE OF FEDERAL REGULATIONS (CFR): The Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the federal government. It is divided into 50 titles that represent broad areas subject to federal regulation. Each volume of the CFR is updated once each calendar year and is issued on a quarterly basis.

COMMERCIAL BUILDING: Any building other than a residential or government building, including any building constructed for industrial, retail, business, or public purposes.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG): Created under the Housing and Community Development Act of 1974, this program provides grant funds to local and state governments to develop viable urban communities by providing decent housing with a suitable living environment and expanding economic opportunities to assist low- and moderate-income residents. CDBG replaced several categorical grant programs, such as the Model Cities program, the Urban Renewal program, and the Housing Rehabilitation Loan and Grant program.

COMMUNITY PLANNING AND DEVELOPMENT (CPD): HUD's Office of Community Planning and Development seeks to develop viable communities by promoting integrated approaches that provide decent housing, a suitable living environment, and expand economic opportunities for low- and moderate-income persons. The primary means toward this end is the development of partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations.

CONDOMINIUM: A form of ownership in which the separate owners of the individual units jointly own the development's common areas and facilities.

CONSOLIDATED PLAN: A document written by a state or local government describing the housing needs of the low- and moderate-income residents, outlining strategies to meet these needs, and listing all resources available to implement the strategies. This document is required in order to receive HUD Community Planning and Development funds.

CONTINUUM OF CARE (COC): A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness."

COOPERATIVE (Co-op): Housing in which each member shares in the ownership of the whole project with the exclusive right to occupy a specific unit and to participate in project operations through the purchase of stock.

COORDINATED ENTRY SYSTEM (CES): CES is a regionally based system that connects new and existing programs into a "no-wrong-door network" by assessing the needs of individuals/ families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness. The goal of the CES is to streamline processes through which communities assess, house, and support housing retention for individuals/families who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and comply with the federal mandate to adopt a standardized intake and coordinated assessment process for housing. The essential components of CES are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people's needs; and 3) a system that prioritizes and matches housing resources based on those needs.

CREDIT PERIOD: The term "credit period" means, with respect to any building, the span of taxable years beginning with the taxable year in which the building is placed in service, or at the election of the taxpayer, the succeeding taxable year, but only if the building is a qualified low-income building as of the close of the first year of such period.

CHRONICALLY HOMELESS INDIVIDUAL: A homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility. In order to meet the "chronically homeless" definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven.

DATA SET: HUD USER provides researchers with access to original electronic data sets generated by PD&R-sponsored data collection efforts, including the American Housing Survey, HUD median family income limits, as well as microdata from research initiatives on topics such as housing discrimination, the HUD-insured multifamily housing stock, and the public housing population.

DECENNIAL CENSUS: The Decennial Census, undertaken by the U.S. Census Bureau, occurs every 10 years, in years ending in zero, to count the population and housing units for the entire United States. Its primary purpose is to provide the population counts that determine how seats in the U.S. House of Representatives are apportioned.

DENSITY: The average number of dwelling units or persons per gross acre of land, usually expressed in units per acre, excluding any area of a street bordering the outside perimeter of a development site.

DISABILITY: A physical or mental impairment that substantially limits one or more of the major life activities of such for an individual.

DOCUMENTATION SYSTEM: Provides complete documentation of the development of the income limits and median family incomes (since 2007), as well as fair market rents (since 2005), for any area of the country.

DOMESTIC VIOLENCE: Includes felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.

ELDERLY PERSON HOUSEHOLD: A household composed of one or more persons at least one of whom is 62 years of age or more at the time of initial occupancy.

EMERGENCY SHELTER: Any facility, the primary purpose of which is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless.

EMERGENCY SHELTER GRANT (ESG) PROGRAM: A federal CPD program grant designed to help improve the quality of existing emergency shelters for the homeless, to make additional shelters available, to meet the costs of operating shelters, to provide essential social services to homeless individuals, and to help prevent homelessness. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

EMPOWERMENT ZONES (EZ): Empowerment Zones and Enterprise Communities are part of The Empowerment Zones and Enterprise Communities (EZ/EC) program. The Empowerment Zones and Enterprise Communities (EZ/EC) program was designed by the federal government to encourage comprehensive planning and investment aimed at the economic, physical, and social development of the neediest urban and rural areas in the United States. Under the initial round of funding announced in December 1994, 71 urban sites received EZ/EC designation. The major share of the federal funding went to the six sites designated as Empowerment Zones (EZs) and the remaining funds went to Enterprise Communities (ECs). Although considerable latitude has been afforded to these sites regarding the selection of specific strategies and activities to pursue, each funded community's efforts at zone transformation were expected to reflect four key principles: (1) economic opportunity; (2) community-based partnerships; (3) sustainable community development; and (4) a strategic vision for change.

EQUITABLE LAND USE PLANNING: zoning, land use regulation, master planning, and other land use planning that, at a minimum, furthers the purposes of Title VI of the Civil Rights Act, Section 504 of the Rehabilitation Act of 1973, and the Fair Housing Act and are intended to achieve additional objectives for expanding housing choice.

EVICTION: The dispossession of the tenant from the leased unit as a result of the termination of tenancy, including a termination prior to the end of a lease term.

EXTENT OF HOUSING OVERCROWDING: The number of housing units with 1.01 or more persons per room based on data compiled by the United States Bureau of the Census and referable to the same point or period in time.

FAIR HOUSING ACT: 1968 act (amended in 1974 and 1988) providing the HUD Secretary with fair housing enforcement and investigation responsibilities. A law that prohibits discrimination in all facets of the home-buying process on the basis of race, color, national origin, religion, sex, familial status, or disability.

FAIR MARKET RENT (FMR): Primarily used to determine payment standard amounts for the Housing Choice Voucher program, to determine initial renewal rents for some expiring project-based Section 8 contracts, to determine initial rents for housing assistance payment contracts in the Moderate Rehabilitation Single Room Occupancy program, and to serve as a rent ceiling in the HOME rental assistance program.

FAIR MARKET VALUE: The amount of money that would probably be paid for a property in a sale between a willing seller, who does not have to sell, and a willing buyer, who does not have to buy.

FEDERAL HOUSING ADMINISTRATION (FHA): Provides mortgage insurance on loans made by FHA-approved lenders throughout the United States and its territories. FHA insures mortgages on single-family, multifamily, and manufactured homes and hospitals. It is the largest insurer of mortgages in the world, insuring over 34 million properties since its inception in 1934.

FEDERAL REGISTER: Published by the Office of the Federal Register, National Archives and Records Administration (NARA), the Federal Register is the official daily publication for rules, proposed rules, and notices of federal agencies and organizations, as well as executive orders and other presidential documents.

FOSTER CHILDREN: Children that are in the legal guardianship or custody of a State, county, or private adoption or foster care agency, yet are cared for by foster parents in their own homes, under some kind of short-term or long-term foster care arrangement with the custodial agency. These children will generally remain in foster care until they are reunited with their parents, or until their parents voluntarily consent to their adoption by another family, or until the court involuntarily terminates or severs the parental right of their biological parents, so that they can become available to be adopted by another family. Therefore, the parental rights of the parents of these children may or may not have been terminated or severed, and the children may or may not be legally available for adoption.

FRAIL ELDERLY: An elderly person who is unable to perform at least three "activities of daily living" comprising of eating, bathing, grooming, dressing, or home management activities.

GENERAL RELIEF (GR): A county-funded program that provides financial assistance to indigent adults who are ineligible for Federal or State programs.

GEOGRAPHIC INFORMATION SYSTEMS (GIS): A computer system for the input, storage, processing, applications development, retrieval, and maintenance of information about the points, lines, and areas that represent the streets and roads, rivers, railroads, geographic entities, and other features on the surface of the earth — information that previously was available only on paper maps.

GOVERNMENT SPONSORED ENTERPRISE (GSE): HUD regulates two housing-related government-sponsored enterprises, Fannie Mae and Freddie Mac, which were chartered by Congress to create a secondary market for residential mortgage loans. They are considered "government-sponsored" because Congress authorized their creation and established their public purposes.

GROSS ANNUAL INCOME: the total income, before taxes and other deductions, received by all members of the tenant's household. There shall be included in this total income all wages, social security payments, retirement benefits, military and veteran's disability payments, unemployment benefits, welfare benefits, interest and dividend payments and such other income items as the Secretary considers appropriate.

HARM REDUCTION: An aspect of a program's or system's design established by a set of policies and the resulting procedures and practices whose objective is to reduce the negative consequences of participants' continued use of drugs and/or alcohol or failure to be medication compliant. In housing settings, harm reduction is intended to prevent a participant's loss of housing and/or termination from the program based solely on his or her inability to stop using drugs or alcohol or failure to take prescribed medications. Programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program to

enable the participant to reduce or minimize their risky behaviors while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.

HOME (HOME INVESTMENT PARTNERSHIPS PROGRAM): Provides formula grants to states and localities that communities use — often in partnership with local nonprofit groups — to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership, or to provide direct rental assistance to low-income people.

HOMELESS: An individual who lacks a fixed, regular, and adequate nighttime residence; as well an individual who has a primary nighttime residence that is a supervised publicly or privately-operated shelter designed to provide temporary living accommodations, an institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

HOMELESS PREVENTION: Activities or programs designed to prevent the incidence of homelessness, including, but not limited to: (1) short-term subsidies to defray rent and utility arrearages for families that have received eviction or utility termination notices; (2) security deposits or first month's rent to permit a homeless family to move into its own apartment; (3) mediation programs for landlord-tenant disputes; (4) legal services programs that enable representation of indigent tenants in eviction proceedings; (5) payments to prevent foreclosure on a home; and (6) other innovative programs and activities designed to prevent the incidence of homelessness.

HOMEOWNERSHIP ZONE PROGRAM (HOZ): Allows communities to reclaim vacant and blighted properties, increase homeownership, and promote economic revitalization by creating entire neighborhoods of new, single-family homes, called HOZs.

HOUSEHOLD: All the people who occupy a housing unit. A household includes the related family members and all the unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roomers, is also counted as a household.

HOUSING FINANCE AGENCY (HFA): State or local agencies responsible for financing and preserving low- and moderate-income housing within a state.

HOUSING FIRST: Housing First is an approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. The provider ensures that the supportive services that program participants need or want in order to achieve permanent housing and to increase income are offered, but are not required as a condition of housing, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.). Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

HOUSING INVENTORY CHART (HIC): Consists of three housing inventory charts for: emergency shelter, transitional housing and permanent supportive housing

HOUSING NAVIGATION: Housing Navigation is the process by which homeless clients that have entered the CES system are provided ongoing engagement, document collection, and case management services in order to facilitate a match to an appropriate housing resource. In the context of CES, outreach workers, case managers, and other homeless service providers may provide housing navigation assistance.

HOUSING NAVIGATOR(S): Housing Navigator is the client's primary point of contact in CES, often a social worker, case manager, outreach worker, or volunteer. The primary function of the Housing Navigator is to: 1) assist clients in collecting necessary documents for housing applications, 2) accompany clients to housing appointments, and 3) assist clients in navigating the entire housing search and placement process.

HOUSING MARKET AREA: A geographic region from which it is likely that renters/purchasers would be drawn for a given housing project. A housing market area most often corresponds to a Metropolitan Statistical Area (MSA).

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA): Provides housing assistance and supportive services to low-income people with HIV/AIDS and their families. HOPWA funds may also be used for health care and mental health services, chemical dependency treatment, nutritional services, case management, assistance with daily living, and other supportive services.

HOUSING STOCK: the number of existing housing units based on data compiled by the United States Bureau of the Census and referable to the same point or period in time.

HUD METRO FMR AREA: Indicates that only a portion of the OMB-defined core-based statistical area (CBSA) is in the area to which the income limits or FMRs apply. HUD is required by OMB to alter the name of metropolitan geographic entities it derives from the CBSAs when the geography is not the same as that established by OMB.

HUD USER: An information resource from HUD's Office of Policy Development and Research offering a wide range of low- and no-cost content of interest to housing and community development researchers, government officials, academics, policymakers, and the American public. HUD USER is the primary source for federal government reports and information on housing policy and programs, building technology, economic development, urban planning, and other housing-related topics.

INADEQUATE HOUSING: Housing with severe or moderate physical problems, as defined in the American Housing Survey (AHS) since 1984. A unit is defined as having severe physical problems if it has severe problems in any of five areas: plumbing, heating, electrical system, upkeep, and hallways. It has moderate problems if it has problems in plumbing, heating upkeep, hallways, or kitchen, but no severe problems.

INCOME LIMIT (IL): Determines the eligibility of applicants for HUD's assisted housing programs. The major active assisted housing programs are the Public Housing program, the Section 8 Housing Assistance Payments program, Section 202 housing for the elderly, and Section 811 housing for persons with disabilities.

INDIAN TRIBE: any Indian tribe, band, group, and nation, including Alaska Indians, Aleuts, and Eskimos, and any Alaskan Native Village, of the United States, which is considered an eligible recipient under the Indian Self-Determination and Education Assistance Act or was considered an eligible recipient under chapter 67 of title 31 prior to the repeal of such chapter.

JUDGMENT: A legal decision; when requiring debt repayment, a judgment may include a property lien that secures the creditor's claim by providing a collateral source.

LAND DEVELOPMENT: the process of making, installing, or constructing improvements.

LEAD-BASED PAINT: Paint or other surface coatings that contain lead equal to or exceeding 1.0 milligram per square centimeter or 0.5 percent by weight or 5,000 parts per million (ppm) by weight.

LEASE: A written agreement between an owner and a family for the leasing of a decent, safe, and sanitary dwelling unit to the family.

LEASE TERM: The period of time for which a lease agreement is written.

LIVABILITY: a measure of integration of the housing, transportation, environmental, and employment amenities accessible to residents. A livable community is one with multiple modes of transportation, different types of housing, and destinations located within an easy distance (20 minutes by transit, 15 minutes by bike or foot, 10 minutes by car) of homes.

LOCAL PUBLIC AGENCY: the official body empowered under State law to plan and undertake a local urban renewal program with Federal assistance. May be a city, county or other governmental entity, or a separate body such as a redevelopment agency or a local housing authority.

LOW-INCOME HOUSING TAX CREDIT (LIHTC): A tax incentive intended to increase the availability of low-income housing. The program provides an income tax credit to owners of newly constructed or substantially rehabilitated low-income rental housing projects.

MARKET AREA: The geographic area from which a project owner could reasonably expect to draw applicants, based on the services and amenities offered by the development and the needs of the community.

MANUFACTURED HOME: A structure, transportable in one or more sections, which in the traveling mode is 8 body feet or more in width, or 40 body feet or more in length, or which when erected onsite is 320 or more square feet, and which is built on a permanent chassis and designed to be used as a dwelling with or without a permanent foundation when connected to the required utilities, and includes the plumbing, heating, air conditioning, and electrical systems contained in the structure. This term includes all structures that meet the above requirements except the size requirements and with respect to which the manufacturer voluntarily files a certification pursuant to 24 CFR 3282.13 and complies with the construction and safety standards set forth in this 24 CFR 3280. The term does not include any self-propelled recreational vehicle. Calculations used to determine the number of square feet in a structure will include the total of square feet for each transportable section comprising the completed structure and will be based on the structure's exterior dimensions measured at the largest horizontal projections when erected onsite. These dimensions will include all expandable rooms, cabinets, and other projections containing interior space, but do not include bay windows. Nothing in this definition should be interpreted to mean that a manufactured home necessarily meets the requirements of HUD's Minimum Property Standards (HUD Handbook 4900.1) or that it is automatically eligible for financing under 12 U.S.C. 1709(b).

MARKET VALUE: The most probable price that a property should bring in a competitive and open market, provided that all conditions requisite to a fair sale are present, the buyer and seller are knowledgeable and acting prudently, and the price is not affected by any undue stimulus.

MINORITY-OWNED BUSINESS: A business in which more than 50 percent of the ownership or control is held by one or more minority individuals; and more than 50 percent of the net profit or loss of which accrues to one or more minority individuals.

MODERATE INCOME: Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs, fair market rents, or unusually high or low family incomes.

NEIGHBORHOOD STABILIZATION PROGRAM (NSP): Provides emergency assistance to state and local governments to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within their communities. The Neighborhood Stabilization Program (NSP) provides grants to every state and certain local communities to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes. The program is authorized under Title III of the Housing and Economic Recovery Act of 2008.

NONPROFIT HOUSING ORGANIZATION: Any private organization that is organized under state or local laws; has no part of its net earnings inuring to the benefit of any member, founder, contributor, or individual; and has a long-term record of service in providing or financing quality affordable housing for low-income families through relationships with public entities.

OFFICE OF MANAGEMENT AND BUDGET (OMB): Assists the President in overseeing the preparation of the federal budget and supervises its administration in Executive Branch agencies. In helping to formulate the President's spending plans, OMB evaluates the effectiveness of agency programs, policies, and procedures, assesses competing funding demands among agencies, and sets funding priorities. OMB ensures that agency reports, rules, testimony, and proposed legislation are consistent with the President's Budget and with Administration policies. In addition, OMB oversees and coordinates the Administration's procurement, financial management, information, and regulatory policies. In each of these areas, OMB's role is to help improve administrative management, to develop better performance measures and coordinating mechanisms, and to reduce any unnecessary burdens on the public.

OFFICE OF POLICY DEVELOPMENT AND RESEARCH (PD&R): HUD's Office of Policy Development and Research (PD&R) maintains current information on housing needs, market conditions, and existing programs, as well as conducts research on priority housing and community development issues. The office provides reliable and objective data and analysis to help inform policy decisions. In 1978, PD&R established HUD USER, an information resource for housing and community development researchers, government officials, academics, policymakers, and the American public.

OFFICE OF UNIVERSITY PARTNERSHIPS (OUP): HUD's Office of University Partnerships facilitates the formation of campus-community partnerships by sharing information about community partnership development in general, and about OUP's various funded programs, in particular. OUP is committed to helping colleges and universities join with their neighbors to address urban problems. The resulting partnerships enable students, faculty, and neighborhood organizations to work together to revitalize local economies, generate jobs, and rebuild healthy communities.

OUTREACH: In the context of the CES system, Outreach is defined as the activity of engaging a homeless individual through the process of rapport building with the goal of linking that individual to a permanent housing resource. Outreach and engagement is an ongoing process that "involves creativity, flexibility, may take months or years, and involves establishing a relationship" to connect a client to services (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach can be viewed as a "service in itself" and "a process of building a personal connection that may play a role in helping a person improve his or her housing, health status, or social support network" (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource.

OUTREACH COORDINATION: The planning and ongoing coordination of outreach activities in a region. This should include a multi-disciplinary approach that ensures adequate geographic coverage and the use of best practices to outreach.

PARENTING YOUTH: A youth who identifies as the parent or legal guardian of one or more children who are present with or sleeping in the same place as that youth parent, where there is no person over age 24 in the household.

PERCENTILE RENT ESTIMATES (50th): Calculated for all FMR areas. These are not fair market rents. Under certain conditions, as set forth in the Interim Rule (Federal Register Vol. 65, No. 191, Monday October 2, 2000, pages 58870—58875), these 50th percentile rents can be used to set success rate payment standards.

PERMANENT HOUSING (PH): Community-based housing without a designated length of stay, which includes both Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). Examples of permanent housing include, but are not limited to, a house or apartment with a month-to-month or annual lease term or home ownership.

PERMANENT SUPPORTIVE HOUSING (PSH): Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables the special needs of populations to live independently as possible in a permanent setting. Permanent housing can be provided in one structure or in several structures at one site or in multiple structures at scattered sites.

POINT IN TIME (PIT): A snapshot of the homeless population taken on a given day. Since 2005, HUD requires all CoC applicants to complete this count every other year in the last week of January. This count includes a street count in addition to a count of all clients in emergency and transitional beds.

PROTECTED CLASSES: Demographic categories of persons established by civil rights statutes against whom discrimination is prohibited. (See also Prohibited Bases.)

PUBLIC HOUSING AGENCY (PHA): Any state, county, municipality, or other governmental entity or public body, or agency or instrumentality of these entities that is authorized to engage or assist in the development or operation of low-income housing under the U.S. Housing Act of 1937.

QUALIFIED CENSUS TRACT (QCT): Any census tract (or equivalent geographic area defined by the Census Bureau) in which at least 50 percent of households have an income less than 60 percent of the area median gross income or have a poverty rate of at least 25 percent.

QUALIFIED MORTGAGEE: An entity approved by the HUD Secretary that is capable of servicing, as well as originating, FHA-insured mortgages, and is not suspended or debarred by the Secretary, is not suspended or on probation imposed by HUD's Mortgagee Review Board, and is not in default under any Government National Mortgage Association obligation.

REHABILITATION: The labor, materials, tools, and other costs of improving buildings, other than minor or routine repairs. The term includes where the use of a building is changed to an emergency shelter and the cost of this change and any rehabilitation costs does not exceed 75 percent of the value of the building before the change in use.

RAPID REHOUSING (RRH): A support intervention that uses a combination of case management, Housing Navigation, and short to medium term financial assistance to assist mid-range acuity homeless households identify and stabilize in tenant-based, scattered site, permanent housing.

REGIONAL COORDINATION: Oversight of SPA-wide partnerships across public and private entities that ensure homeless persons are fully supported and connected to housing and services within their respective communities. Regional and coordinated access to housing and services ensures that a homeless person does not have to go to multiple agencies to obtain housing and services assistance.

RENT REASONABLENESS: The total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same period for comparable non-luxury unassisted units. Such determinations should consider: (a) location, quality, size, type, and age of unit; and (b) any amenities, housing services, maintenance and utilities to be provided by the owner. Comparable rents may be verified by using a market study, reviewing comparable units advertised for rent, or by obtaining written verification from the property owner documenting comparable rents for other units owned.

RENOVATION: rehabilitation that involves costs of 75 percent or less of the value of the building before rehabilitation.

SAS: Originally called statistical analysis software, SAS is software that allows users to perform a range of statistical analyses. Some of the HUD USER data sets are available in SAS.

SECTION 202: Provides capital advances to finance the construction, rehabilitation or acquisition (with or without rehabilitation) of structures that will serve as supportive housing for very-low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable.

SECTION 8 EXISISTING RENTAL ASSISTANCE: Provides rental assistance to low-income families who are unable to afford market rents. Assistance may be in the form of vouchers or certificates.

SECTION 8 HOMEOWNERSHIP PROGRAM: Allows low-income families who qualify for Section 8 rental assistance to use their certificates or vouchers to pay for homeownership costs under a mortgage.

SECURITY DEPOSIT: A payment required by an owner to be held during the term of the lease (or the time period the tenant occupies the unit) to offset damages incurred due to the actions of the tenant. Such damages may include physical damage to the property, theft of property, and failure to pay back rent. Forfeiture of the deposit does not absolve the tenant of further financial liability.

SERVICE COORDINATOR PROGRAM: Provides funding for the employment of Service Coordinators in insured and assisted apartment housing that is designed for the elderly and persons with disabilities. A service coordinator is a social service staff person hired or contracted by the development's owner or management company. The Service Coordinator is responsible for assuring that elderly residents, especially those who are frail or at risk, and those nonelderly residents with disabilities are linked to the specific supportive services they need to continue living independently in that housing development.

SHELTER PLUS CARE PROGRAM (S+C): Authorized by title IV, subtitle F, of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11403–11407b). S+C is designed to link rental assistance to supportive services for hard-to-serve homeless persons with disabilities (primarily those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome (AIDS and related diseases) and their families. The program provides grants to be used for rental assistance for permanent housing for homeless persons with disabilities. Rental assistance grants must be matched in the aggregate by supportive services that are equal in value to the amount of rental assistance and appropriate to the needs of the population to be served. Recipients are chosen on a competitive basis nationwide.

SINGLE FAMILY PROPERTY: A single-unit family residence, detached or attached to other housing structures.

Supportive Services: Services that may assist homeless participants in the transition from the streets or shelters into permanent or permanent supportive housing, and that assist persons with living successfully in housing.

SUPPORTIVE HOUSING PROGRAM: This program is authorized by title IV of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11381–11389). The program is designed to promote the development of supportive housing and supportive services, including innovative approaches to assist homeless persons in the transition from homelessness, and to promote the provision of supportive housing to homeless persons to enable them to live as independently as possible.

SUPPORTIVE HOUSING FOR THE ELDERLY: Housing that is designed to meet the special physical needs of elderly persons and to accommodate the provision of supportive services that are expected to be needed, either initially or over the useful life of the housing, by the category or categories of elderly persons that the housing is intended to serve.

SUSTAINABLE COMMUNITIES: Urban, suburban, and rural places that successfully integrate housing, land use, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of: 1) economic competitiveness and revitalization; 2) social equity, inclusion, and access to opportunity; 3) energy use and climate change; and 4) public health and environmental impact.

SWEAT EQUITY: Using labor to build or improve a property as part of the down payment.

TENANT-BASED RENTAL ASSISTANCE (TBRA): HUD assists low- and very low-income families in obtaining decent, safe, and sanitary housing in private accommodations by making up the difference between what they can afford and the approved rent for an adequate housing unit.

TRANSIT-ORIENTED DEVELOPMENT (TOD): Development of commercial space, housing services, and job opportunities close to public transportation, thereby reducing dependence on automobiles. TODs are typically designed to include a mix of land uses within a quarter-mile walking distance of transit stops or core commercial areas.

TRANSITION AGE YOUTH (TAY): An individual between the ages of 16 and 24. Please note that while the Youth Coordinated Entry System serves youth and young adults, ages 16-24, for the purposes of Rapid Rehousing and other housing resources that require a lease to be signed, youth must be at least 18 years old to sign a lease. * Therefore, for the program area of Rapid Rehousing, TAY are defined as youth ages 18-26. *Youth under age 18 who have legally emancipated are legally able to sign a lease. However, the prevalence of youth who have emancipated before age 18 is rare.

TRANSITIONAL HOUSING: Transitional housing (TH) is designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing. Transitional housing may be used to cover the costs of up to 24 months of housing with accompanying supportive services. Program participants must have a lease (or sublease) or occupancy agreement in place when residing in transitional housing. A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

UNACCOMPANIED YOUTH: Unaccompanied youth are persons under age 18 who are not accompanied by a parent or guardian and are not a parent presenting with or sleeping in the same place as his/her child(ren). Unaccompanied youth are single youth, youth couples, and groups of youth presenting together as a household.

UNDUPLICATED COUNT: The number of people who are homeless within a specified location and time period. An unduplicated count ensures that individuals are counted only once regardless of the number of times they entered or exited the homeless system or the number of programs in which they participated.

UNIVERSAL DESIGN: A design concept that encourages the construction or rehabilitation of housing and elements of the living environment in a manner that makes them usable by all people, regardless of ability, without the need for adaptation or specialized design.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD): Established in 1965, HUD's mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination. To fulfill this mission, HUD will embrace high standards of ethics, management and accountability and forge new partnerships — particularly with faith-based and community organizations — that leverage resources and improve HUD's ability to be effective on the community level.

VACANT UNIT: a dwelling unit that has been vacant for not less than nine consecutive months.

VERY LOW-INCOME: Households whose incomes do not exceed 50 percent of the median area income for the area, as determined by HUD, with adjustments for smaller and larger families and for areas with unusually high or low incomes or where needed because of facility, college, or other training facility; prevailing levels of construction costs; or fair market rents.

VETERAN: This subpopulation category of the PIT includes adults who have served on active duty in the Armed Forces of the United States. This does not include inactive military reserves or the National Guard unless the person was called up to active duty.

VICTIMS OF DOMESTIC VIOLENCE: This subpopulation category of the PIT includes adults who have been victims of domestic violence, dating violence, sexual assault, or stalking.

VICTIM SERVICE PROVIDER: A private nonprofit organization whose primary mission is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking. This term includes rape crisis centers, battered women's shelters, domestic violence transitional housing programs, and other programs.

WAITING LIST: A formal record of applicants for housing assistance and/or assisted housing units that identifies the applicant's name, date and time of application, selection preferences claimed, income category, and the need for an accessible unit. The waiting list may be kept in either a bound journal or a computer program. Whichever method is used to maintain the waiting list, the owner must establish a method of documenting the appropriate selection of applicant names from the list.

WORST CASE HOUSING NEEDS: Needs experienced by unassisted very low-income renters who either (1) pay more than one-half of their monthly income for rent; or (2) live in severely inadequate conditions, or both.

YOUTH: Persons under age 25, including children under age 18 and young adults ages 18 to 24.

ZONING: The classification of land by types of uses permitted and prohibited in a given district, and by densities and intensities permitted and prohibited, including regulations regarding building location on lots.

System Flow Analysis for All Homeless Interventions

The following charts display the flow of persons entering and exiting homeless interventions. The data is from HMIS using the date range from October 1, 2018 to September 30, 2019.

Figure 19. System Flow for Homelessness Prevention Programs

Figure 20. System Flow for Street Outreach Programs

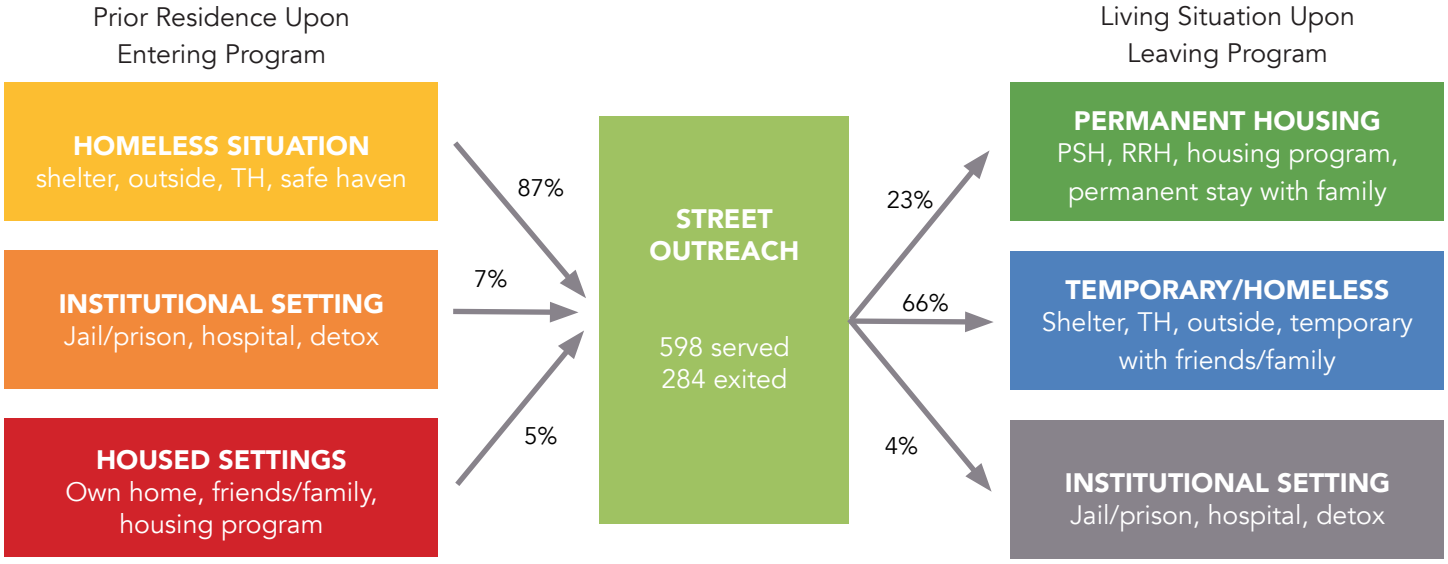


Figure 21. System Flow for Coordinated Entry System

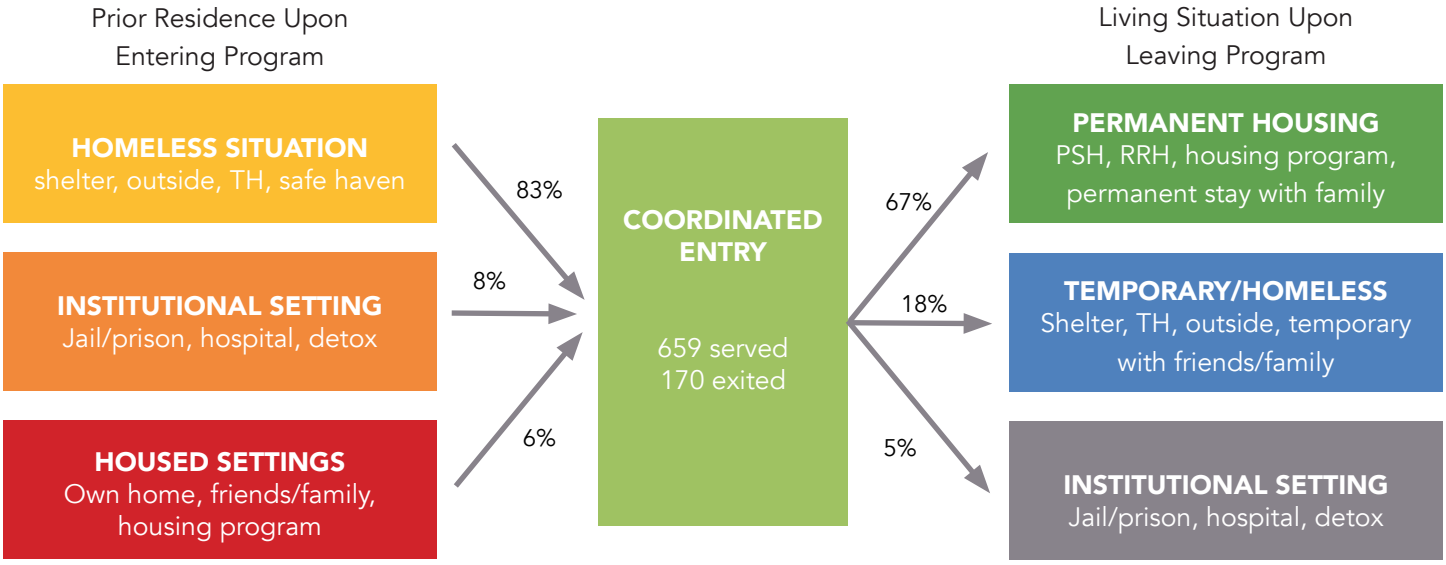


Figure 22. System Flow for Emergency Shelter Programs

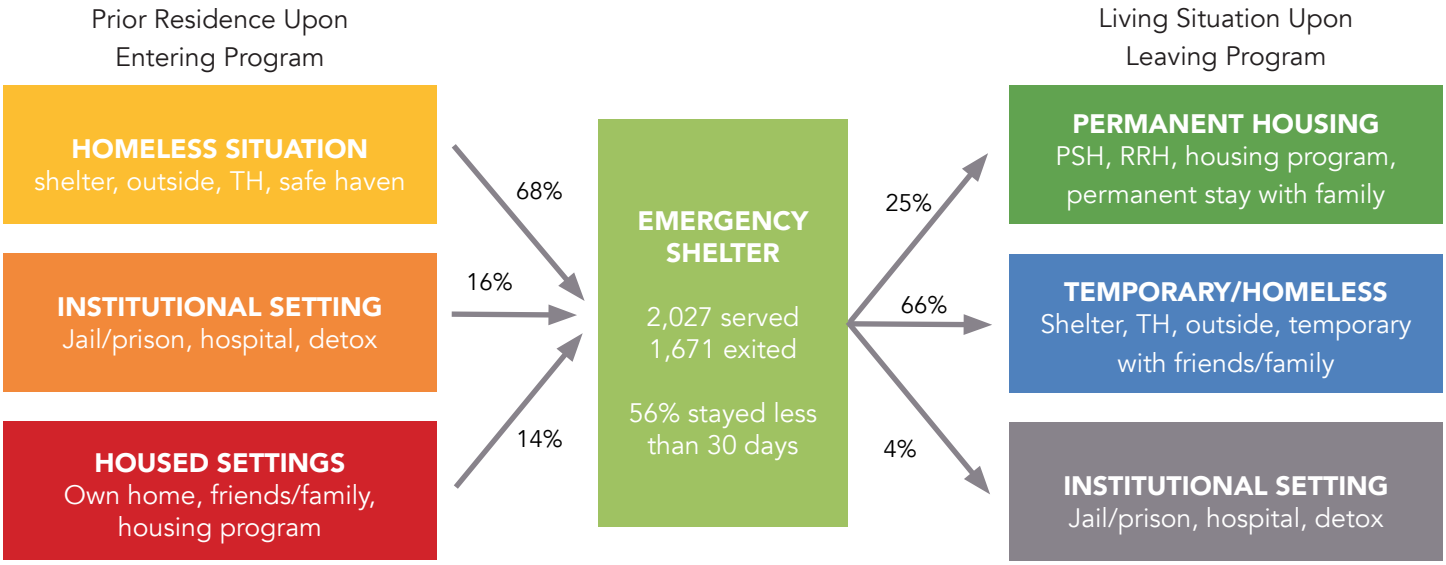


Figure 23. System Flow for Transitional Housing Programs

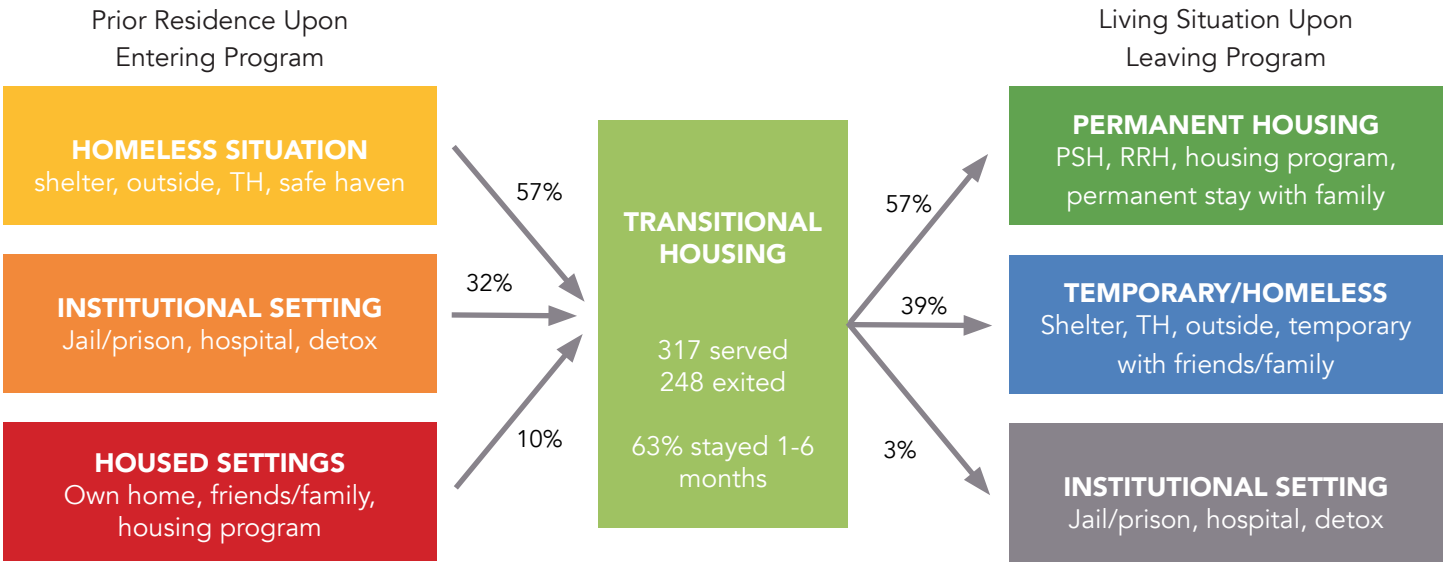


Figure 24. System Flow for Rapid Re-Housing Programs

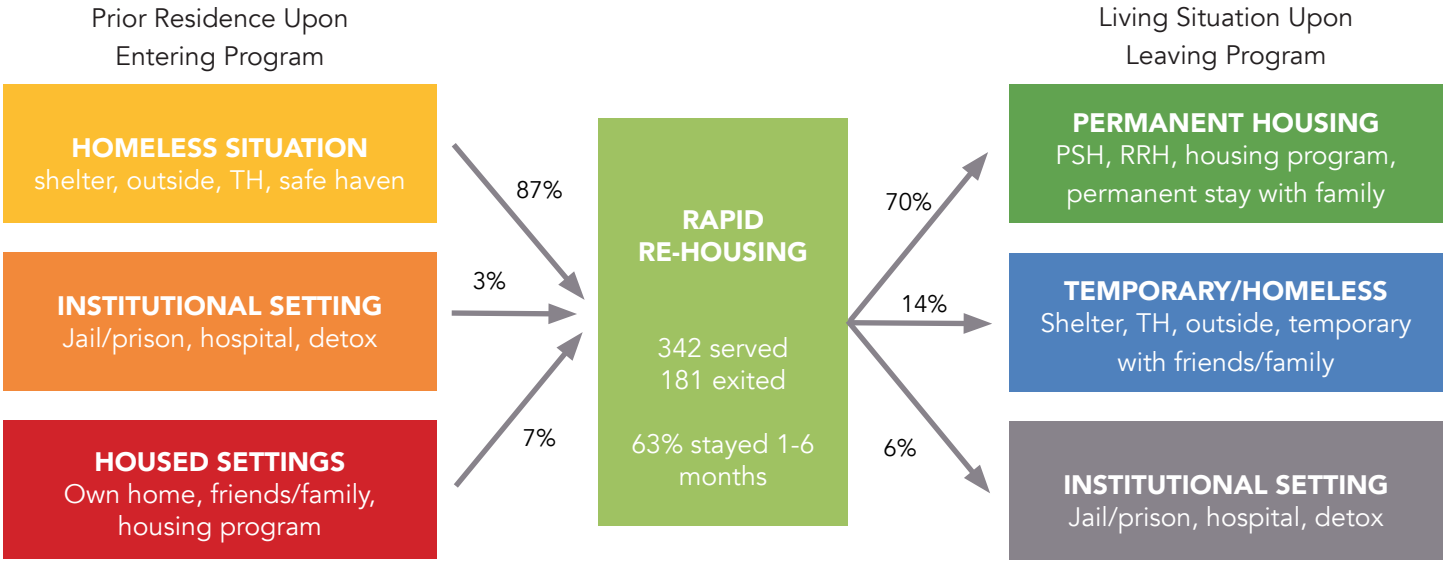
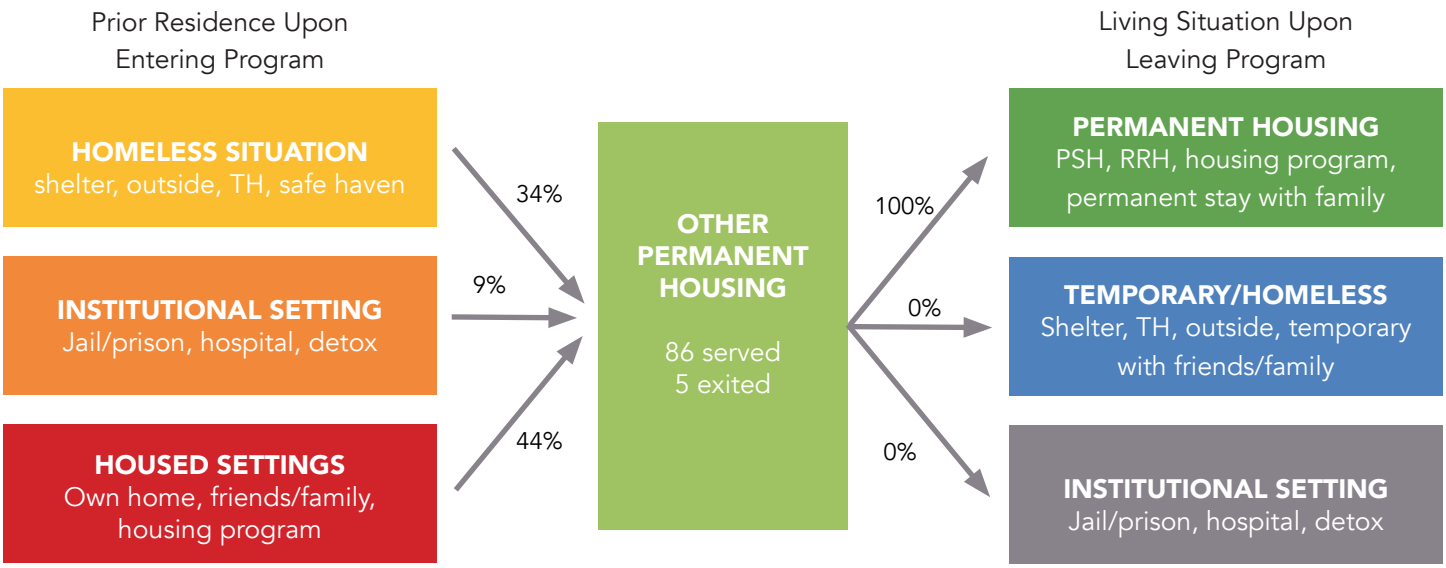


Figure 25. System Flow for Permanent Supportive Housing Programs

Figure 26. System Flow for Other Permanent Housing Programs



Comparison of 2015-2018 System Performance Measures for Central Coast CoCs

The following includes charts include comparisons of Santa Barbara County to other Central Coast CoCs using publicly available HUD System Performance Measures data. Data from HUD is only available from 2015-2018.

Figure 27. Length of Time Homeless – Average Days in Emergency Shelter and Safe Haven

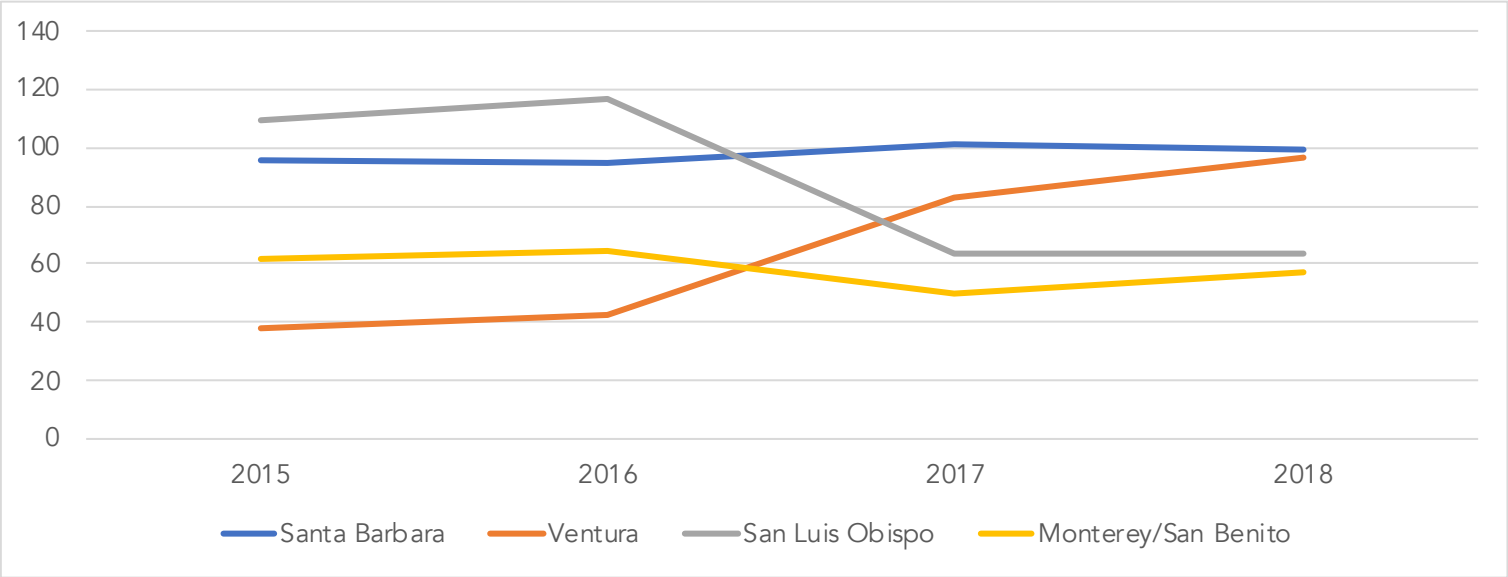


Figure 28. Number of First Time Homeless

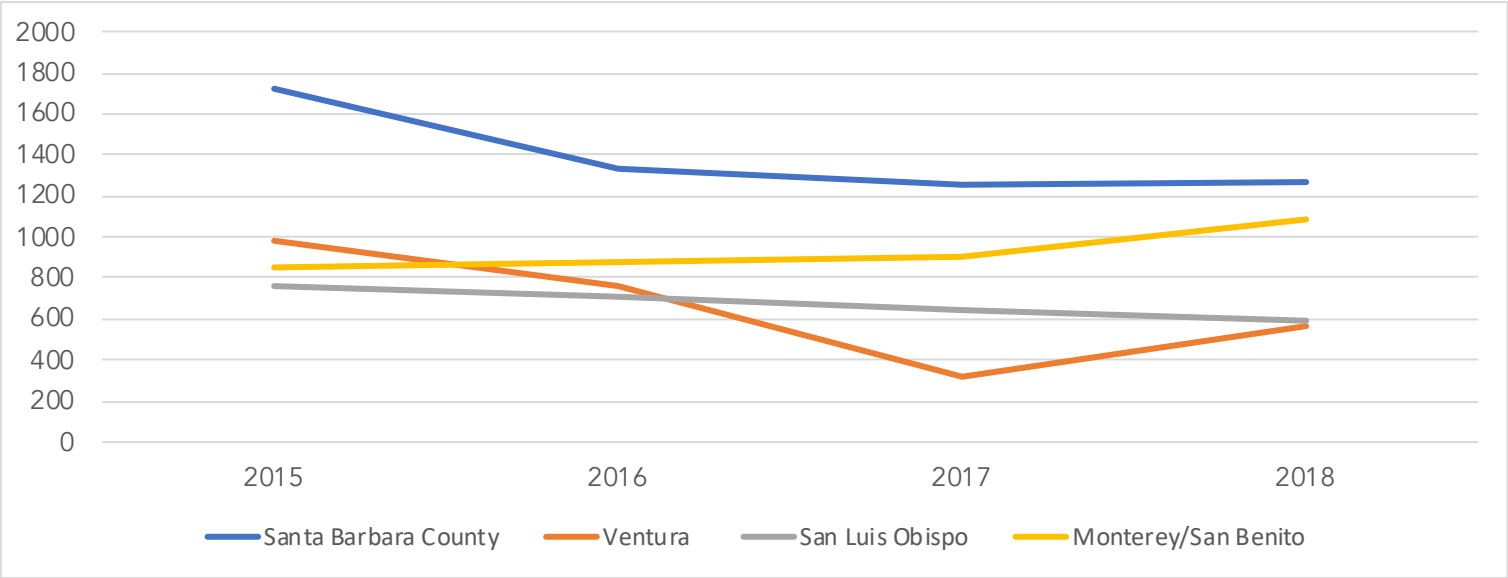


Figure 29. Percentage of Successful Placements from Temporary Housing and Rapid Re-Housing

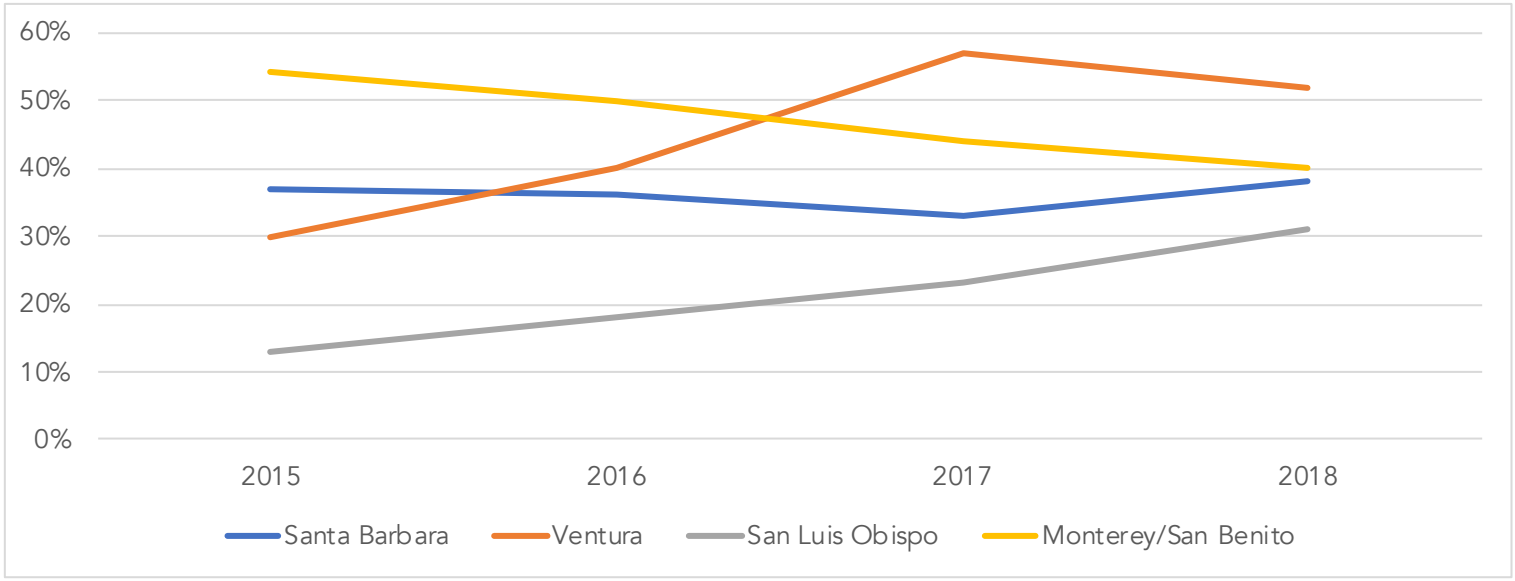
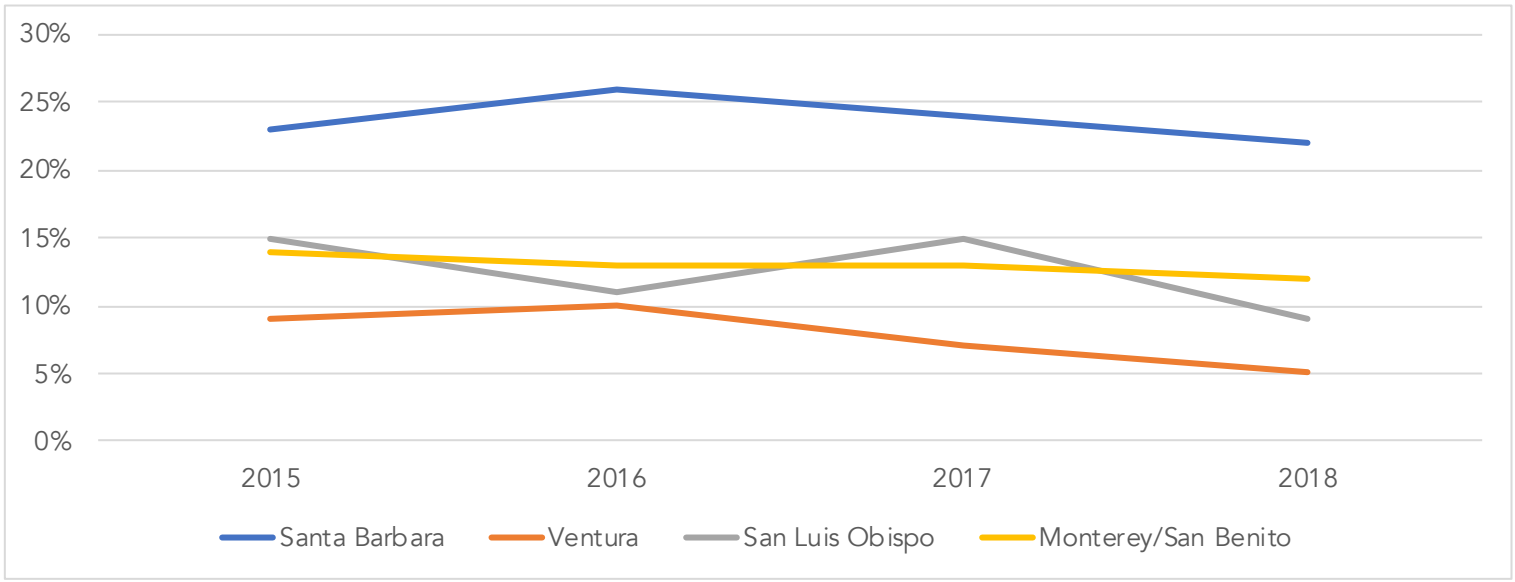


Figure 30. Percentage of those Returning to Homelessness within 24 Months



Acknowledgments

In 2006, community stakeholders developed a county-wide ten-year plan to end chronic homelessness. "Bringing Our Community Home: Santa Barbara County-wide 10-Year Plan to End Chronic Homelessness" identified strategies to address and minimize the incidence of chronic homelessness by examining existing community resources and gaps, and identifying solutions based on best practices and models. The Plan identified and affirmed the efficacy of programs and resources, most in operation today, which have assisted individuals and households to successfully access housing and services. The prior homeless plan provided a framework which resulted in community support for a variety of successful housing and service programs. However, several factors made apparent the need for an updated Homeless Plan, including broadening the focus of the Plan to include segments of the population experiencing homelessness in addition to the chronically homeless; multiple changes in federal and state regulations, including widespread acceptance of Housing First and Low Barrier approaches for providing housing for the most difficult populations; the need for a current homeless plan in order to be eligible for additional state funding; and the availability of planning resources to assist with the cost of preparing an updated plan.

Building on past initiatives such as 2006's Bringing Our Community Home (the region's 10 year plan), and the Central Coast Collaborative on Homelessness (C3H) (the predecessor to Home for Good), current Santa Barbara County stakeholders – including elected officials, local governments, homeless services providers, the homeless Continuum of Care (CoC), business and philanthropic leaders, faith-based organizations, and healthcare partners – have increasingly been working together to create a system-level, cross-sector response to homelessness. Data captured in the countywide Homeless Management Information System (HMIS) shows that participating homeless services providers serve over 3,600 people annually. However, this is only a partial reflection of the total number served annually by the homeless crisis response system because some homeless services providers elect not to input their data in to HMIS. Other public sector providers, such as law enforcement and emergency response personnel, track homeless assistance calls in other databases. HMIS is necessary to comply with the United States Department of Housing and Urban Development (HUD) data collection, management, and reporting standards and is the key data source for homeless service providers.

In 2018, Phase I of the Community Action Plan to Address Homelessness in Santa Barbara County was completed. This first effort sought to meet the obligations of various funding sources, which require homeless planning data and analysis as a condition of funding. A summary of the components of the Phase I Plan include:

- A description of homelessness County-wide, including a discussion of the estimated number of residents experiencing homelessness or chronic homelessness among single adults, families, and unaccompanied youth;
- An estimate of the number of residents experiencing homelessness who are also experiencing serious mental illness, co-occurring disabilities or disorders, or who are children with a Serious Emotional Disturbance;
- Identification of special challenges or barriers to serving those experiencing, or those who are at risk of entering, homelessness;
- An inventory of resources that are already being used to address, or could be applied towards addressing, homelessness;
- Analysis of how the deployment of Resource Connect Santa Barbara, the region's Coordinated Entry System, affects the region's ability to address homelessness;
- Description of systems in place to collect data on homelessness;
- Identification of community partners and stakeholders working to address homelessness in Santa Barbara County;
- Assessment of homelessness services throughout the county to ensure nondiscriminatory access to the assessment and referral system, including from the perspective of those who may face economic, linguistic, cultural, physical, mental health, behavioral, developmental, and identity-based barriers and

recommendations for improvement, as needed;
- Identification of system resource gaps, including funding needs and funding strategies; and
- Proposed solutions to reduce and end homelessness.

The Phase II Community Action Plan to Address Homelessness community outreach involved feedback from over 400 community members, key stakeholder groups, and feedback during the Consolidated Plan process. The purpose of these forums was to:

- Share demographic trends in the population experiencing homelessness in each area;
- Provide an update on funding and efforts to address housing and homelessness issues;
- Listen to concerns regarding the impacts of housing and homelessness on local communities;
- Discuss opportunities to assist in identifying gaps and inspire action toward addressing housing and homelessness regionally.

The meetings with key stakeholder groups and regional community assemblies helped inform Phase II. In addition to nearly 100 general community members, the County acknowledges and thanks representatives from the following agencies, departments, and associations:

A.V.I.D.
Ambassador House
Assembly Member Monique Limón's office
Be Well
Buena Vista Care Center
CAC
candidate
Central Coast Rescue Mission
Channel Islands YMCA
City of Goleta
City of Lompoc
City of Lompoc
City of Santa Barbara
City of Santa Maria
CIYMCA YFS
Community Action Commission of SBC
Community Homeless Protect + Serve!
Cottage Health System
County 1st District
County HCD
County Housing & Community Development
County of Santa Barbara
Doctors Without Walls SBSM
Domestic Violence Solutions
Eastside Coalition
Everyday Church
FACT
Family Service Agency
Fighting Back Santa Maria Valley
First United Methodist Church Santa Barbara
Freedom Warming Centers
Freelance Journalist
Future Housing Communities
Good Samaritan Shelter
Guardian Angels Lompoc
Habitat
Heal the Ocean
Home For Good Americorps
Homes N Land Realty
Housing Authority City of Santa Barbara
Housing Authority County of Santa Barbara
Housing Trust Fund
HTIN-USA
Independent Living Resource Center
Jodi House
LEAD
League of Women Voters
Montecito Association
NBCC Safe Parking
New Beginnings
New Beginnings
One to One
Pacific Properties
PATH Santa Barbara
PathPoint
Peoples Self Help Housing
Public Solutions Inc
Romo and Associates
Salvation Army
Santa Barbara County Behavioral Wellness
Santa Barbara County Department of Social Services
Santa Barbara County Public Defender's Office
Santa Barbara East Side Society
Santa Barbara Foundation
Santa Maria Sun
Santa Maria Times
SB Independent
SB News Press
SBRPA
Showers of Blessing
SMVYFC
Social Venture Partners
St. Mary's Church
St. Peter's
Superior Court
The Salvation Army
Third District Supervisor John Hartman
Transition House
Transitions Mental Health Association
Trinity Lutheran Church CLUE
United Way
Valley of the Flowers United Church of Christ
Westmont Initiative
Women's Fund

Throughout this extensive community engagement, staff gathered funding amounts for housing and services dedicated to homelessness in Santa Barbara County for a 12-month period and analyzed recent state and federal investments to address homelessness. The housing and shelter needs identified were based on a gaps analysis conducted which included system modeling using data from the Homeless Management Information System (HMIS), the Coordinated Entry System (CES), Point in Time (PIT) Count and other data sources. Gaps identified included (but were not limited to) need for additional rental assistance and rapid rehousing; incentives for landlords; shelter beds; and assistance for Transitional Aged Youth. These critical steps assisted both the CoC and County to identify specific, targeted uses for potential funding and other leverage. The Phase II Community Action Plan to Address Homelessness will guide strategic resource decisions and comply with funding resources including the State of California's Emergency Solutions Grant (ESG) Program, No Place Like Home (NPLH) Program, Homeless Housing and Assistance Program (HHAP), and California Emergency Solutions and Housing (CESH) Program.

Funding to address homelessness has been increasing in recent years through the CoC's success in the annual United States Department of Housing and Urban Development (HUD) CoC funding competition, and with the State of California providing unprecedented levels of funding to communities. It is estimated that in a recent one-year period the region collectively spent nearly $40 million on housing and services to address homelessness, which does not include other costs such as law enforcement, healthcare, sanitation, environmental preservation, and other resources deployed to address the impacts. Increases in funding have helped the region steadily increase homeless dedicated housing such as shelter, RRH, and PSH. However even with these increases, the demand for suitable, affordable housing options has outpaced supply.

The cost of doing nothing is too great – on the healthcare industry, the environment, taxpayers, businesses, and communities at large. Communities across the United States have participated in efforts to end homelessness among targeted populations while building systems to ensure homelessness is rare, brief, and non-recurring – and then they scale the efforts and successes. These efforts require collective buy-in, common vision and guiding principles, use of data to identify specific homeless intervention needs, and goal-setting with specific strategies, priorities, and action steps. With sustained support and courage, homelessness is solvable.

COUNTY OF SANTA BARBARA
CALIFORNIA