

SANTA MARIA/SANTA BARBARA COUNTY CONTINUUM OF CARE

BOARD MEETING

THURSDAY, September 12, 2019
2:00pm-4:00pm

Lake Cachuma Clubhouse
1 Lakeview Dr.
Santa Barbara, CA 93105

Call-in:
312 East Cook Street 608 Anacapa Street, Suite A
Santa Maria, CA 93454 Santa Barbara, CA 93101

MEETING AGENDA

If you wish to address any item listed on the Agenda, please feel free to participate in the discussion. The Santa Maria / Santa Barbara County Continuum of Care does not discriminate against persons with disabilities and holds meetings in accessible facilities. If you wish to attend this meeting and you require assistance in order to participate, please email CoC staff (lboss@co.santa-barbara.ca.us) at least 48 hours in advance of the event to make reasonable arrangements to ensure accessibility to this meeting. For items not listed on the Agenda, please see items from the public comment section below.

CoC Conflict of Interest Policy

CoC Members, including Members of the CoC Board, may not participate in or influence decisions concerning the award of a grant or other financial benefits to the organization that Member represents (24 CFR 578.95). Members will recuse themselves from such discussions.

****PLEASE REMEMBER TO SIGN IN****

- I. Call to Order

- II. Public Comment

- III. Additions or Deletions to the Agenda
 - A. Approval of the Agenda ACTION

- IV. Consent Calendar
 - A. Approve CoC Board Minutes of the August 1, 2019 Regular Meeting ACTION
HANDOUT: **IV.A. AUGUST 1 MINUTES**

- | | | | |
|------|-----------------------------|--|--------|
| V. | Presentations | <p>A. Workforce Development Board Presentation
 <i>Workforce Development Board (WDB) staff will present opportunities for partnership with the CoC. The Board will consider the WDB/CoC Letter of Agreement.</i></p> <p>HANDOUT: V.A. DRAFT LETTER OF AGREEMENT</p> | ACTION |
| VI. | Funding | <p>A. Review of FY 2019 CoC Funding Competition
 <i>HomeBase representative Carolyn Wylie will present the CoC Priority Listing for consideration and Review and Rank Memo.</i></p> <p>HANDOUT: VI.A.1 FY19 SMSB CoC RECOMMENDED PRIORITY LISTING AND MEMO and VI.A.2 FY19 SMSB CoC RECOMMENDED PRIORITY LISTING</p> | ACTION |
| VII. | Administrative / Governance | <p>A. Approval of CoC Planning Committee System Program Management Strategies
 <i>Kimberlee Albers will present a document detailing CoC program strategies and benchmarks. The CoC Board will then work to set contacts/champions of each strategy/benchmark.</i></p> <p>HANDOUT: VII.A. 2019 COC PROGRAM STRATEGIES AND BENCHMARKS</p> <p style="text-align: right;">DISCUSSION</p> <p>B. Staff Report
 <i>The CoC Board will be asked to review the staff report submitted by Kimberlee Albers.</i></p> <p>HANDOUT: VII.B. STAFF REPORT</p> | ACTION |

ADJOURN

Motion Passed, Minutes Approved

V. Presentations

A. Coordinated Entry System Evaluation

Social Venture Partners presented their evaluation of the CoC CES program and highlighted recommendations for improvement. HCD presented action items to address all recommendations. The Board expressed consensus to move forward with improvement plan.

HANDOUT: V.A CES EVALUATION REPORT

B. System Performance Data Presentation

Kanika Mahajan and Kim Albers presented System Performance Data. The Board discussed strategies to correct data issues.

HANDOUT: V.B CES DATA HANDOUT

C. Racial Disparities Analysis

Kanika Mahajan and Kim Albers presented an analysis of whether racial disparities exist within the system of care. Disparities were noted White and Black homeless clients (over-representation in proportion to their percentage in the general population), and under-representation of Latinx households. Analysis included action steps to address disparities.

Action: A vote to approve strategies to prevent racial disparities.

1. John Polanskey
2. Valerie Kissel

Motion Passed.

VI. Funding

HANDOUT: V.C RACIAL DISPARITIES HANDOUT

A. HUD FY 19 CoC Program Competition Funding Update

The board received an update on the 2019 CoC Program Competition. The application timeline, rank and review panel, and upcoming dates and deadlines were also discussed.

VII. Administrative/
Governance

A. Policy Changes Summary Document

Kim Albers presented a summary document of suggested changes to the CoC Written Standards and Governance Charter. These changes will help the CoC score maximum point in the consolidated application. A vote was taken to approve CES policy changes

1. Rob Fredericks
2. Wayne Mellinger

Motion Passed

HANDOUT: VII.A POLICY CHANGES SUMMARY DOCUMENT

Kim Albers presented a summary document with suggested changes to the CoC Written Standards Action: A vote was taken to adopt policy changes to the Written Standards.

1. John Polanskey
2. Edwin Weaver

Motion Passed

B. Quarterly Monitoring Report

Kim Albers presented the CoC quarterly monitoring report for Q1 of 2019. Kanika Mahajan, HCD Data and Program Analyst, answered technical questions regarding data. The board referred programs/organizations to the Planning Committee for further action.

HANDOUT: VII.B CoC QUARTERLY MONITORING REPORT

C. Staff Report

The CoC Board reviewed the staff report submitted by Kim Albers.

HANDOUT: VII.C STAFF REPORT

Sylvia Barnard adjourned the meeting at 3:55 pm.

**LETTER OF AGREEMENT BETWEEN
WORKFORCE DEVELOPMENT BOARD (WDB)
AND THE
SANTA MARIA/SANTA BARBARA COUNTY CONTINUUM OF CARE (COC)**

Purpose:

The purpose of this Agreement between the Workforce Development Board (WDB) and the Santa Maria/Santa Barbara County Continuum of Care (CoC) is to collaboratively operate a high-quality, integrated, and person-focused pathway to meaningful and income-earning employment in valuable jobs and career pathways. This partnership will bring together multiple partners to focus on improving the quality of life for individuals and families experiencing homelessness in Santa Barbara County, which will strengthen the local economy and result in a higher quality life for all residents.

Operating Principles:

The core principles of the Letter of Agreement between the WDB and the local CoC include:

1. Foster and promote inter-agency collaboration on a local and regional level;
2. Ensure accessibility to services and the labor market for all job seekers;
3. Build basic and advanced educational or occupational skills;
4. Support career pathways that correspond to local or regional needs in in-demand industries and occupations; and
5. Provide multiple access and referral points to ensure an easily navigable system of services.

Statement of Support:

1. The Santa Maria/Santa Barbara County Continuum of Care (CoC) agrees to:
 - a. Discuss with clients their goals and interests in various career opportunities.
 - b. Adopt and implement a standardized assessment tool to screen clients for referral to WDB for training, job fairs, and links to employers.
 - c. 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.
 - d. Work with the local WDB, State Employment Development Department (EDD), community colleges, and other adult education providers to develop job-training programs for homeless and formerly homeless individuals. These training programs will be targeted to local hiring needs.
 - e. Develop Career/Employment plans individually tailored to clients who express an interest in being employed.

- f. Identify currently employed clients, and identify strategies to maintain their employed status, and potentially strengthen existing job-related skills to improve and expand earned income.
 - g. Provide in-service training opportunities for agency staff to learn about job training, job coaching, and adult vocational education options.
 - h. Develop flexible funding for clients to assist them with employment-related expenses (e.g. transportation costs, certification fees, tools or supplies).
2. The Santa Barbara County Workforce Development Board (WDB) agrees to:
- a. Provide priority to CoC clients in receiving job readiness/training services and employment opportunities.
 - b. Become more involved with CoC agencies and providers already supporting housed program participants by offering a range of jobs and skilled work through full- or part-time employment, self-employment, micro-enterprise, or contract work.
 - c. Collaborate with CoC agencies in training and discussion on linkage to resources the WDB may be aware of in the area of employment support strategies (job coaches, job developers, transition employment specialists, and job placement personnel).
 - d. Collaborate with the CoC, and their networks of supporters, to expand relationships with employers open to hiring homeless/formerly homeless individuals.
 - e. Provide expertise and consultation to expand the availability of 'employment navigation' efforts both at WDB and State EDD sites, but also through 'pop-up' centers at service sites, shelters, transitional and permanent supportive housing sites, and day centers.
 - f. Share evaluation tools and employment-related resources across the CoC (e.g. lists of available jobs/employers receptive to hiring the homeless/formerly homeless).

Santa Maria/Santa Barbara County of Santa Barbara
Continuum of Care (CoC)

Santa Barbara County Workforce Development
Board (WDB)

Sylvia Barnard, Chair

Date

Ray McDonald, Director

Date

SANTA MARIA / SANTA BARBARA COUNTY CONTINUUM OF CARE 2019 COC PRIORITY LISTING

RECOMMENDATIONS FROM THE REVIEW & RANK PANEL

Requested Action. Review funding recommendations from the Review and Rank Panel for the Santa Maria / Santa Barbara County Continuum of Care (CoC) for the CoC Program funding and approve a Priority Listing for submission.

BACKGROUND AND CONTEXT

Each year the Department of Housing and Urban Development (HUD) allocates nearly \$2.1 billion through the CoC program to address homelessness. This year, HUD has determined that the CoC may apply for \$1,945,236 for use on homeless housing and services in Santa Barbara County. In addition, the CoC is eligible for \$97,262 in permanent housing bonus funding. There is also a special allotment of funding for Domestic Violence Bonus projects nationally, including \$172,044 for the Santa Maria/Santa Barbara CoC.

HUD expects that each CoC will use a fair, impartial process to review, score, and prioritize eligible applications for funding. If the process is fair and impartial, and the applications meet HUD's threshold review for agency capacity and application eligibility, HUD will defer to the community's decisions on which projects should be funded.

SIGNIFICANT CHANGES FROM PREVIOUS YEARS

Focus. In 2019, the CoC NOFA and scoring criteria is once again focused on HUD's policy priorities, including: ending homelessness for all persons, creating a systemic response to homelessness, strategically allocating and using resources, using an evidence-based approach, increasing employment and lowering barriers to housing.

CoC Review of Projects. CoCs cannot receive grants for any new projects, other than through reallocation, unless the CoC competitively ranks projects based on how they improve overall system performance, including HUD's performance criteria and priorities. HUD continues to increase the share of the CoC score that is based on HUD's performance criteria. HUD will also prioritize funding for CoCs that have demonstrated the ability to reallocate resources to higher performing projects.

Tiering Explained. HUD requires CoCs to review and rank projects, except CoC planning grants, utilizing two Tiers based on a financial threshold. However, all projects must pass HUD's eligibility and threshold requirements to be funded, no matter their priority.

- In 2019, the amount of funding available for Tier 1 is equal to 100 percent of the combined Annual Renewal Amounts for all projects eligible for renewal for the first time, plus 94 percent of the combined Annual Renewal Amounts for all other projects eligible for renewal. HUD will conditionally award projects from the highest scoring CoC to the lowest scoring CoC. In the event insufficient funding is available

under this NOFA to award all Tier 1 projects, Tier 1 will be reduced proportionally, which could result in some Tier 1 projects falling into Tier 2.

- The amount of funding available for Tier 2 is equal to the remainder of the Annual Renewal Demand plus the amount available for the permanent Housing Bonus. Funding will be determined by the point value of each project application based on a 100-point scale. All Tier 2 projects will be funded in point order. As in previous competitions, Projects in Tier 2 are at greater risk. Every Tier 2 project will be scored using a 100-point scale based on three factors: CoC Application Score, CoC Project Ranking, and Low Barriers to Entry.

Tier 2 points are awarded as follows:

- **CoC Score:** Up to 50 of 100 points in direct proportion to the score received on the CoC application.
- **CoC Ranking:** Up to 40 of 100 points for the CoC's ranking of the project application(s), with the points spread evenly across the Tier 2 funding amount. Higher ranked projects get more points, however, the formula used to award points gives a disincentive for filling Tier 2 with large projects.
- **Low Barriers to Entry:** Up to 10 of 100 points for how the project application demonstrates that it is low barrier and prioritizes rapid placement and stabilization in permanent housing.
 - For Permanent Housing (includes RRH and PSH), TH, TH-RRH: Up to 10 points for demonstrating that the project is low-barrier, does not have preconditions to entry (such as sobriety or a minimum income threshold) and prioritizes rapid placement and stabilization in permanent housing;
 - Homeless Management Information System and Supportive Services Only for Coordinated Entry System projects: Will automatically receive 10 poi

2019 PROCESS TO REVIEW APPLICATIONS

The Santa Maria/Santa Barbara County CoC scored projects based on a set of community-approved policies and scoring criteria utilizing the following timeline:

- HUD released the CoC Program NOFA on Friday, July 3, 2019.
- All applicants attended a Technical Assistance (TA) Workshop on July 19, 2019 to learn about the CoC Program requirements and national/local application process with a special time set aside for new applicants.
- Renewal applicants reviewed APRs and updated HMIS data April-June and submitted local application questions in the PRESTO database June-July.
- New Applicants submitted local application questions in the PRESTO database by August 13, 2019.
- All applicants submitted all PDF attachments by August 13, 2019.
- A Review and Rank Panel was established and met on August 26, 2019 to evaluate and rank new and renewal projects. All applicants were available by phone or in person to answer questions.
- The Review and Rank Panel created a preliminary recommended priority listing for new and renewal projects.

- The preliminary priority listing and scoring results were delivered to applicants along with information about the appellate process on August 27, 2019.
- Applicants were instructed to provide a Notice of Intent to Appeal by August 28, 2019 at 5:00 pm and none were filed.
- The CoC Board is asked to review the final recommended priority listing on September 12, 2019 and approve a list for submission to HUD.
- Applicants will be notified of their final funding status with explanation by September 13, 2019 and the final list will be posted by September 13, 2019 per the CoC adopted timeline.
- HUD requires that all projects be notified by Sunday September 15, 2019.
- The applications will be submitted to HUD in priority order as part of the Consolidated Application on September 27, 2019.

2019 REVIEW AND RANK PANEL

The CoC was lucky to have the following diverse and highly qualified group of volunteers as the 2019 Review and Rank Panelists:

NAMES	ORGANIZATIONAL AFFILIATION
Sharon Byrne	Behavioral Wellness Commission Chair; Executive Director of the Montecito Association;
Lt. Javier Antunez	SB Sheriff's Office, Custody Lieutenant Deputy Sheriff's Association, Treasurer
Tara Carruth	Homeless Grants Management: ESG and CoC Ventura County Continuum of Care
Amanda Pyper	Clinical Integration Development Manager CenCal Health
Courtney Warren	Central Coast Service Area Care Coordination Programs Manager Dignity Health
Heather Kimmell	Assistant Executive Director Housing Authority of the County of Kern Kern County Continuum of Care
Alicia Vela	Grants Specialist City of Santa Maria
Guille Gil-Reynoso	Community Engagement Officer Santa Barbara Foundation

A big thank you to all of the Panelists for their service on behalf of the Continuum of Care. We are grateful for the significant time they invest in this process, and we rely on their careful evaluation in making recommendations regarding prioritization of funding for homeless programs.

FUNDING RECOMMENDATIONS

Santa Maria/Santa Barbara FY 2019 CoC Program Competition

Final Recommendations for Priority List from the Review and Rank Panel

This list represents the recommendation of a majority of the FY 2019 CoC Program Review and Rank Panel, which met on Monday, August 26, 2019. There were no applicant appeals of these recommendations.

Tier 1 (94% of ARD of Established Renewals + 100% ARD of First-Time Renewals - \$1,842,121)						
Rank	Score	Agency	Project	Project Type	Type of Funding	Amount Requested
1	91.69	The Housing Authority City of SB	Shelter Plus Care, A SB Partnership Serving the Homeless	PSH	Renewal	\$846,288
2	90.31	Good Samaritan Shelter	Northern SB County Rapid Rehousing	RRH	Renewal	\$91,836
3	85.88	SB Community Housing Corp.	Hotel de Riviera PSH	PSH	Renewal	\$79,444
4	84.06	Good Samaritan Shelter	Northern SB County RRH Expansion	RRH	New	\$76,556
5	82.38	SB County Behavioral Wellness	Casa Del Mural	PSH	Renewal	\$115,315
6	N/A	Good Samaritan Shelter	Mark's House Transitional Housing – RRH*	TH/RRH	Renewal	\$114,197
7	N/A	New Beginnings Counseling Center	New Beginnings RRH*	RRH	Renewal	\$103,787
8	N/A	PATH Santa Barbara	PATH Santa Barbara Rapid Rehousing*	RRH	Renewal	\$112,433
9	N/A	SB County HCD	SB County Coordinated Entry*	CES	Renewal	\$130,675
10	N/A	SB County HCD	HMIS Consolidation*	HMIS	Renewal	\$169,050
11	73.69	The Housing Authority City of SB	Shelter Plus Care PRA for Artisan and Bradley Consolidation**	PSH	Renewal	\$2,540
Tier 2 (Remainder of ARD + Housing Bonus Amount - \$200,377) + DV Bonus (\$172,044)						
11	73.69	The Housing Authority City of SB	Shelter Plus Care PRA for Artisan and Bradley Consolidation**	PSH	Renewal	\$103,115
12	87.25	Domestic Violence Solutions	DV Solutions New Scattered-Site Housing	RRH	New (DV Bonus)***	\$172,044
13	71.20	Channel Islands YMCA	Noah's Anchorage	TH/RRH	New	\$97,262

* HMIS, Coordinated Entry, and Projects with less than one year of performance data are automatically ranked at the bottom of Tier 1.

** Project is straddling between Tier 1 and Tier 2.

*** The CoC is eligible to apply for a total of \$172,044 in Domestic Violence Bonus Funding, which will be part of a separate national competition with its own dedicated DV-specific funding source. The funding criteria for the nationwide DV competition are: (1) The CoC's collaborative application score, (2) the community's need for additional housing and services for survivors of domestic violence, and (3) the DV project's ability to safely house and serve survivors of domestic violence. According to HUD's published guidance, the nationwide DV competition does not consider the project's local score or local ranking. If the DV Solutions New Scattered-Site Housing project is not funded through the nationwide DV competition, then it would be potentially eligible to receive up to \$97,262 in ordinary Tier 2 funding based on its current position in the Priority Listing.

Note: The Panel made the final ranking recommendation using both project scores and an effort to maximize resources to address homelessness.

REVIEW AND RANK PROCESS

The Review and Rank Panel reviewed each of the projects based on all information provided for that project according to the appropriate scoring tool and scored that project individually prior to meeting. At the group meeting, each project was discussed, providing the Panel the opportunity to ask questions, obtain additional information, contact the agency if needed, and have group discussion. After each project review was completed, the Panelists were able to privately revise their scores if desired.

The Panel reviewed the renewal and new projects in alphabetical order grouped by agency. Panelists were not shown a list of project scores nor did they discuss ranking until all of the projects' scores were completed.

After all scoring was completed, the facilitator created a ranked list based on performance, incorporating both new and renewal projects. Due to the variance in the average score of a new project versus a renewal project being less than 1 point, normalizing was not required. The final recommended list includes the projects in ranked order according to the scores with the exception of the applicant for the separate Domestic Violence Bonus Funding competition.

NEW PROJECTS SELECTED FOR PERMANENT HOUSING REALLOCATED AND BONUS FUNDS

The Review and Rank Panel received three new project applications this year, detailed below:

Permanent Housing Bonus Funds & Reallocated Funds

In 2019, the Santa Maria / Santa Barbara CoC is eligible for **\$97,262** in bonus funding for new permanent housing projects. There was also **\$76,556** in funding that was voluntarily reallocated. This year, three types of housing projects are eligible to apply for new funding: Permanent Supportive Housing (PSH), Rapid Re-Housing (RRH), and a hybrid program with Transitional Housing plus Rapid Re-Housing (TH/RRH).

The CoC received two applications for this new funding. One was from Good Samaritan Shelter for an expansion of their current CoC RRH program operating in North County which would serve individuals in addition to families. The Panel recommended including this project for the full amount requested, which matches the amount of the reallocated funds. The second new application was from Channel Islands YMCA, Youth and Family Services for a new TH/RRH program serving youth throughout the CoC. The Panel recommended including this project in the Priority Listing with a small reduction (3.8%), due to limited new funding, with an agreement that they would make revisions to the project design to ensure compliance with the CoC Program's requirements for TH-RRH.

Domestic Violence Bonus Funds

Domestic Violence Solutions submitted a new project application for the Domestic Violence Bonus funding, asking for the full \$172,044. The project was reviewed, and the Panel recommended it for funding at the full amount. The Domestic Violence Bonus project competes in a separate national competition and its local ranking is not a factor in the scoring for that competition. As a result, the Panel recommended placement at the top of Tier 2 to maximize resources for the CoC. The funding criteria for the nationwide DV competition are: (1) The score received on the CoC Application, (2) the community's need for additional housing and services for survivors of domestic violence, and (3) the DV project's ability to safely house and serve survivors of domestic violence. According to HUD's published guidance, the nationwide DV competition does not consider the project's local score or local ranking. If the DV Solutions New Scattered-Site Housing project is not funded through the nationwide DV competition, then it would potentially be eligible to receive up to \$97,262 in ordinary permanent housing bonus funding based on its current position in the Priority Listing.

Santa Maria/Santa Barbara FY 2019 CoC Program Competition Recommended Priority List Recommendations for Priority List from the Review and Rank Panel

This list represents the recommendation of a majority of the FY 2019 CoC Program Review and Rank Panel, which met on Monday, August 26, 2019. After any appeals are heard, the final recommended Priority List will be presented to the CoC Board for consideration at the CoC Board meeting on September 12, 2019.

Tier 1 (94% of ARD of Established Renewals + 100% ARD of First-Time Renewals - \$1,842,121)						
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Note: The Panel made the final ranking recommendation using both project scores and an effort to maximize resources to address homelessness.

2019 CoC Program Strategies and Benchmarks – Discussion Handout

1. Strategies to increase Homeless Management Information System (HMIS) bed coverages to 85%

Champion: Dinah Lockhart, County of Santa Barbara

- The CoC's Collaborative Applicant (Lead Agency), SB County HCD, will hire Extra Help for 9 months 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.
- 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).
- 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).
- 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.
- Increase use of HMIS across County departments through the Homeless Interagency Policy Council (HIAPC). Note that Public Health, DSS, and the Public Defender have already signed on and that DSS has agreed to be a CES Entry Point.

2. Strategies to address individuals and families at risk of becoming homeless

Champion: Glenn Bacheller, Social Venture Partners (SVP)

- Identify gaps in service where those at risk may be averted from homelessness.
- Support and expand homeless prevention services throughout the County, including a flexible funding source administered through CES.
- 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 diversion programs.
- Establish a CoC risk mitigation fund and landlord incentive fund based on the best practice examples and successes of multiple other communities. Support, expand and improve eviction prevention programs, including dispute resolution and legal services and establish a flexible eviction-prevention fund for clients.

3. Strategies to re-house families with children within 30 days of becoming homeless

Champion: Sylvia Barnard, Good Samaritan Shelter

- Expand beds available to homeless families; include supportive housing with intensive services, Rapid Rehousing programs countywide, and flexible funding sources administered through the Coordinated Entry System (CES).
- Improve access for families experiencing homelessness who can be identified and connected through CES points or through homeless housing and service providers, family shelters, Victim Service Providers, schools, or through street outreach. Continue to use standardized assessments through the CES to swiftly identify and prioritize families, flag their length of time homeless in HMIS, and match them with appropriate housing and services.
- Develop a system to better share information among agencies to streamline access and move all current families to document-ready status and establish a rapid process for making families document ready when they enter the system.
- Provide training for service providers on specific approaches and best practices that have demonstrated effectiveness for serving families, such as harm reduction, trauma-informed care, motivational interviewing, landlord engagement through Partnership in Landlord Solutions and PATH's Lease-Up program, and strategies for connecting clients to mainstream resources, child care and employment. These efforts will reduce the pressure(s) on direct service providers.
- Add more flexibility to Rapid Re-Housing efforts via additional sources of funding.

4. Strategies to increase the rate at which individuals and families in emergency shelter, transitional housing, and rapid rehousing exit to permanent housing

Champion: SVP and Karen Nielson, Partners in Housing Solutions

- 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.
- 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).
- 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.
- 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.

5. Strategies to increase the rate at which individuals and families in permanent housing retain their housing or exit to other permanent housing

Champion: _____

- 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.
- 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.
- 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.

6. Strategies to reduce returns to homelessness

Champion: *Sara Grasso, SB County Department of Behavioral Wellness*

- Review current post-placement housing retention services to evaluate current practices and to identify barriers to housing stability and retention. 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.
- 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 Vulnerability Index 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.).

7. Strategies to increase access to employment, volunteerism, and community service

Champion: Dominique Samario, City of Goleta

- 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).

8. Strategies to promote partnerships and access to employment opportunities with private employers and private employment organizations

Champions: Frank Quezada, Housing Authority of the City of Santa Barbara and Edwin Weaver, Fighting Back

- 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.

9. Strategies to increase non-employment cash income (mainstream benefits)

Champion: _____

- 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.
- 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.
- Continue to develop relationships with providers of non-cash, mainstream benefits, including engaging representatives from provider agencies in the Continuum of Care.
- Support legal assistance/advocacy programs to assist individuals with denials, appeals and other legal/eligibility barriers.

10. Strategies to increase access to other cash income/ SSDI and SSI

Champion: _____

- 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.
- Provide regular CoC-wide training on connecting clients to mainstream benefits and provide updates on changes to benefits eligibility through listservs and regular meetings.
- Identify barriers to obtaining other cash income. Research best practices for linking homeless/formerly homeless individuals to other cash income and provide training to local service providers.
- Continue to develop relationships with providers of other cash income, including engaging representatives from provider agencies in the Continuum of Care.
- Support legal assistance/advocacy programs to assist individuals with denials, appeals and other legal/eligibility barriers.



HOUSING AND COMMUNITY DEVELOPMENT DIVISION COMMUNITY SERVICES DEPARTMENT

STAFF REPORT PREPARED FOR CONTINUUM OF CARE BOARD

*Submitted by: Kimberlee Albers
September 12, 2019*

I. POINT-IN-TIME COUNT

The Final Report of the 2019 PIT Count has been released. Please view [here](#). The CoC Planning Committee has set the date for the 2020 PIT Count as Wednesday, January 29. A reminder that the CoC will be conducting the unsheltered count annually during the surge funding.

II. NEW HOUSING AND COMMUNITY DEVELOPMENT STAFF

Lucille Boss has joined the Homeless Assistance Programs team at the County as a Housing Program Specialist, Sr. Lucille will be supporting the CoC Board and Committees, Phase II Regional Planning Effort, and Youth Homelessness Initiatives. She can be reached at lboss@co.santa-barbara.ca.us.

III. HUD ALL GRANTEE MEETING IN LOS ANGELES

Kim Albers, Laurie Baker, Frank Quezada, and Kristine Schwarz attended the HUD All Grantee meeting in Los Angeles on August 22. Presentations from State HCD highlighted new funding sources including the Infill Infrastructure Program and Permanent Local Housing Allocation. Another presentation articulated California's Housing Crisis and the unprecedented actions by Governor Newsom to push housing goals. All HUD grantees were trained on the importance of Fair Housing.

IV. HOMELESS MANAGEMENT INFORMATION SYSTEMS

As anticipated with new State funding and participation of more County Departments, HMIS has experienced rapid expansion. The number of end users has grown to 110 currently from 69 in mid-2018. CESH funding is paying for the additional licenses and support of expanded HMIS staffing.

V. VETERAN HOMELESSNESS

HCD convened a meeting of veteran providers in August to work toward a more comprehensive veteran by-name list and other ideas to address veteran homelessness. Providers reported low staffing levels at VA contributing to lack of VASH utilization. Home 4 Good will add the Veteran by Name List and Veteran specific case conferencing to their role in the County as CES Lead Agency.



VI. HOUSING BASED CASE MANAGEMENT AND FAIR HOUSING TRAINING

On August 8, Corporation for Supportive Housing provided training to: City Net, New Beginnings – Safe Parking, Family Service Agency, Housing Authority of the City of Santa Barbara, Good Samaritan, Channel Islands YMCA – Youth and Family Services/Noah’s Anchorage, Independent Living Resource Center, County of Santa Barbara Housing & Community Development, United Way of Northern Santa Barbara County/Home For Good, Cottage Health, WillBridge, the City of Santa Maria, Community Action Commission, People Assisting The Homeless, Domestic Violence Solutions, People’s Self-Help Housing, and Fighting Back Santa Maria Valley. Training includes Fair Housing, Housing First, Quality Supportive Housing, Trauma Informed Care, Assertive Engagement, Stages of Change, Motivational Interviewing, Harm Reduction in Practice, Coordinating with Property Management and Eviction Prevention, and Pathways to Employment for Tenants.

VII. HUMAN TRAFFICKING SUBCOMMITTEE

Jeff Shaffer, Kielle Horton, Dan Engle, Rota McGraw, Yleana Anda, Kirsten Cahoon, and Lucille Boss met to discuss the need for a sub-committee focused on Human Trafficking. The group will focus on housing victims and supporting them through a CES model. Additional members will be invited, and the group intends to meet every other month beginning November 14, 2019.