

SANTA MARIA/SANTA BARBARA COUNTY CONTINUUM OF CARE

BOARD MEETING

Thursday, February 6, 2020
2:00pm-4:00pm

Goleta City Hall, Council Chambers
130 Cremona Drive, Suite B
Goleta, CA

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 (jblack@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
HANDOUT: **III.A. CoC Board Agenda February 6, 2020**
- IV. Consent Calendar
 - A. Approve CoC Board Minutes of the December 5, 2019 Regular Meeting ACTION
HANDOUT: **IV.A. CoC Board Minutes December 5 2019**
- V. Presentations
 - A. Homeless Assistance Program Staffing DISCUSSION
At the board's request, a list of HCD HAP staff members and their assigned roles has been drafted for review.
HANDOUTS: **V.A. HCD Staffing**

	B. Strategy Champions Update	ACTION
	<i>Jett will provide an update on the strategies and benchmarks set by the CoC. The CoC Board will consider the recommended changes.</i>	
	HANDOUTS: V.B. Strategy Champions Packet and Chart	
	C. Phase II Community Action Plan to Address Housing and Homelessness	DISCUSSION
	<i>Kris Kuntz of LeSar will provide a preliminary presentation to gain feedback for Phase II document.</i>	
	HANDOUTS: V.C. Homeless Action Plan Strategy Table	
VI. Funding	A. 2020 Continuum of Care Program Competition	ACTION
	<i>The CoC will vote to establish a date range for the APR data to be used in the 2020 CoC Program Competition. For the 2019 CoC Program Competition, the CoC Board voted to use 1/1/18-12/31/18 for the APR date range.</i>	
	B. HHAP Recommendations	DISCUSSION/ ACTION
	<i>On January 30, 2020 the CoC Planning Committee met to review funding guidelines and voted on funding recommendations to send to the CoC Board. The Board will review and vote on these recommendations.</i>	
	HANDOUTS: VI.B. HHAP Funding Recommendations	
	C. Year I HEAP Report	DISCUSSION
	<i>Roc Lowry will present on the progress made thus far by HEAP funding recipients.</i>	
VII. Administrative / Governance	A. Consider the Veterans Housing and Homelessness Prevention Program (VHHP) letter for Ventura	ACTION
	<i>A Community of Friends in Ventura County is submitting an application for the development of multi-family housing for veterans and their families in the City of Ventura. The VHHP application requires them to provide a letter from local CoCs that confirms the market need for the target population of their project.</i>	
	HANDOUT: VII.A. VHHP Letter	
	B. General Meeting Date	ACTION
	<i>The CoC Board will vote to approve a date for the 2020 meeting of the General CoC Membership and Board Election. Seats up for election: Public Sector (George Chapjian and Rosie Rojo), Education (Vacant), Mental Health (Alica Gleghorn), Healthcare (Amelia Grover), Law Enforcement (Jon Hedges), Unaccompanied Youth (Valerie Kissell), Member-at-Large (Chuck Madson), Victim Services (Megan Riker-Rheinschild), LGBTQ+ (Colette Schabram), Youth Services (Edwin Weaver), Faith-Based (Erin Wilson), Youth or Formerly Homeless Youth (Vacant).</i>	
	C. Staff Report	DISCUSSION
	<i>The CoC Board will be asked to review the staff report submitted by Kim Albers and Jett Black-Maertz</i>	
	HANDOUT: VII.C. Staff Report	

D. Calendar of Upcoming Meeting and Events

DISCUSSION

Please review the updated calendar of meetings and events. An up-to-date calendar can be found on the HDC/CoC webpage

ADJOURN

SANTA MARIA/SANTA BARBARA COUNTY CONTINUUM OF CARE

BOARD MEETING

Thursday, December 5, 2019
2:00pm-4:00pm

Goleta City Hall, Council Chambers
130 Cremona Drive, Suite B
Goleta, CA

Call-in Locations:
Anaheim Maingate Inn
1211 West Place
Anaheim, CA

MINUTES

Board Members present

Emily Allen
Ralph Barbosa
Sylvia Barnard
George Chapjian
Rob Fredericks
Alice Gleghorn
Amelia Grover
Rick Gulino
Valerie Kissell
Wayne Mellinger
John Polanskey
Megan Rheinschild
Kristine Schwarz
Katherine Soto-Vasquez
Liz Stotts
Edwin Weaver
Erin Wilson

Alternates Present

Luz Diaz
Matthew Pennon
Eddie Taylor
Alicia Vela

Community Members Present

Jeff Shaffer
Sandford Riggs
Sal Robledo

Alternates Present in Anaheim

Dinah Lockhart

County HCD Staff Present

Kimberlee Albers
Lucille Boss

- I. Call to Order *Sylvia Barnard called the meeting to order at 2:08 p.m.*

- II. Public Comment *Board Member Rick Gulino requested an update on HEAP reallocation. Kimberlee Albers noted an update would be provided in the Staff Report.*

- III. Additions or Deletions to the Agenda
 - A. Approval of the Agenda
 - a. *Sylvia Barnard noted:*
 - 1. *Section VII. D. should be removed; the quarterly monitoring report will be presented in a future meeting.*
 - 2. *Section VI.: add "C. SSVF Grant Applications: Release of the SSVF NOFAs are anticipated today; SSVF providers (Good Sam, Salvation Army, and New Beginnings) will need CoC approval."*
 - 3. *Agenda with changes:*
 - i. *John Polanskey*
 - ii. *Alice Gleghorn**Agenda approved.*
- IV. Consent Calendar
 - A. Approve CoC Board Minutes of the October 28, 2019 Regular Meeting
 - 1. *Valerie Kissell*
 - 2. *George Chapjian*
Minutes approved.
- V. Presentations
 - A. Census 2020 Efforts
 - Complete Count Steering Committee member Pedro Paz presented on the Census 2020 implementation plan and general efforts. The presentation included an overview of the region, funding for countywide efforts, and local hard-to-count populations.*
 - C. Item VII.C. Staff Report taken out of order
 - Kimberlee Albers provided an update on HEAP funds awarded to Salvation Army: As noted in the General Review and Rank Policy for Supplemental Project Funding, in the event that supplemental funding is available and there are unfunded, qualified applications, the Competition Facilitator will: contact the unfunded applicant with the highest Review and Rank score and discuss specifics whether the project application, as submitted, could move forward successfully with the amount of funding available. County of Santa Barbara - County Executive Office / Multidisciplinary Approach to Housing the Most Vulnerable Homeless has accepted and will move forward with their HEAP project for approval by Board of Supervisors on December 17. Board members were asked to carefully review additional updates written in the staff report.*
 - B. Phase II Community Action Plan to Address Housing and Homelessness
 - Kimberlee Albers thanked Board and community members and stakeholders for actively engaging in discussions with LeSar Development Consultants in late October. Meeting attendance and key themes, as well as next steps, were presented.*
- VI. Funding
 - A. Update on New State Funding Sources
 - Kimberlee presented the summary and timeline of Homeless Housing Assistance and Prevention Program: Notice of Funding Available (NOFA) has not yet been published, but the application is anticipated soon. Draft breakdown of uses for County HHAP allocation, timeline of the planning process, and rank and review process were presented for discussion and feedback.*
 - 1. *Motion to approve timeline:*
 - a. *Alice Gleghorn*
 - b. *Rob Fredericks**Motion approved.*

2. *Motion to accept proposed allocations for estimated funding award for Administrative Support (7% allocated) and System Support (5% allocated)*
 - a. *Edwin Weaver*
 - b. *John Polanskey*
George Chapjian abstained.
Motion approved.
3. *Motion to authorize the Chair to sign a letter of support as needed for the County HHAP Application:*
 - a. *Rob Fredericks*
 - b. *John Polanskey*
Alice Gleghorn, George Chapjian, Megan Rheinschild, and Ralph Barbosa abstained.
Motion approved.

- B. *MOU between the Housing Authority of the County of Santa Barbara, Department of Social Services, and CoC*
Housing Authority of the County of Santa Barbara is applying for Family Unification Vouchers which requires a Memorandum of Understanding between the CoC, Department of Social Services, the County Housing Authority. Motion to authorize CoC Chair to execute documents required for the grant including draft MOU:
1. *George Chapjian*
 2. *Valerie Kissel*
John Polanskey and Sylvia Barnard abstained.
Motion approved.

- C. *SSVF Grant Applications*
Release of the SSVF NOFAs are anticipated today; SSVF providers (Good Sam, Salvation Army, and New Beginnings) will need CoC approval. Motion to authorize the CoC Chair to execute documents required for the grants:
1. *Ralph Barbosa*
 2. *Liz Stotts*
Kristine Schwarz and Sylvia Barnard Abstained.
Motion approved.

- VII. *Administrative / Governance*
- A. *CoC Board Officer Nominations and Elections*
CoC Board Officer positions (Chair, Vice Chair, and Secretary) will be elected for two-year terms by a majority vote of those CoC Board Members present. For each position, there will be an open nomination process. Motions entertained and voted upon separately for each position.
1. *Chair:*
 - *Sylvia Barnard nominated Rob Fredericks*
 - *John Polanskey seconded the nomination*
Motion approved.
 2. *Vice Chair*
 - *Rob Fredericks nominated Sylvia Barnard*
 - *John Polanskey seconded the nomination*
Motion approved.
 3. *Secretary*
 - *Erin Wilson expressed interest in serving in this role*

- *George Chapjian nominated Erin Willson*
 - *John Polansky seconded the nomination*
- Motion approved.*

B. *CoC Board and Committee Calendar: 2020*

Proposed 2020 CoC calendar was presented for review and approval.

1.
2. *Kristine Schwarz seconded the motion*
Calendar approved.

C. *Staff Report (This item was moved up the agenda. See item V.C. for minutes)*

The CoC Board will be asked to review the staff report submitted by Kimberlee Albers.

D. *Quarterly Monitoring Report*

This item was not discussed.

ADJOURNED AT 3:27 p.m.

**Homeless Assistance Programs
Job Descriptions at a Glance - Winter 2020**

V.A

Deputy Director	Homeless Assistance Program Manager	Housing Specialist Sr.	Housing Specialist Sr.	EDP Systems Analyst I HMIS Administrator	Housing Specialist I Grants Administration	Department Business Specialist II	Computer Systems Specialist I
Dinah Lockhart	Kimberlee Albers	Jett Black-Maertz	Lucille Boss	Kanika Mahajan	Miriam Moreno	Roc Lowry	Rudy Razo
		CoC, ESG	HHAP, CES	HMIS, CES	ESG, CCP, General Shelter	HEAP, CESH	HMIS
Homeless Programs Oversight	Assist with County Wide Strategy and Plan	Grant Program Administration, Compliance and Monitoring	Grant Program Administration, Compliance and Monitoring	HUD Reporting LSA, Sys PM, APR	ESG, CCP, GF Reimbursement Processing	Grant Program Administration, Compliance and Monitoring	HMIS End User Training and Support
Fiscal Oversight	Collaborate with Stakeholders/ Communtiy Engagement	CoC Lead Agency Responsibilites	Assist with Facilitation of Phase II Homeless Plan	HMIS Capacity Building Implementation	Homeless Grants Administrative Support	Quarterly Reimbursement Processing, Cost Reports	HMIS System Admin and Data Quality Review
Board and County Leadership Communication	CoC Lead Agency Responsibilites	2020 PIT Count	Coordinated Entry System Oversight	HMIS and CES System Configuration	Community Corrections Partnership Reporting and Referral Tracking	Homeless Coordinating and Financing Council Office Hours	HMIS Program Set Up and Security Audits
	Staff and Consultant Supervision	Technical Assistance, Compliance, Monitoring to Providers	Youth Homelessness, Action Board, Demonstration Project, and Strategies	Housing and Data Analysis		Homelessness Prevention and Reducing Inflow Advocate	Community Dashboards and HAP Website
	HIAPC Support and Participation - County Work Plan	Agendas, Notifications, Minutes at CoC Meetings	Agendas, Notifications, Minutes at CoC CES Meetings			Captial Project Support from Ted Teyber	HMIS Shelter and Skan Point Implementation
	Homeless Grant Programs Management	CoC Grants Reporting	HHAP Invoice Processing and Grants Reporting				State HMIS HEAP Reporting, Data Integration
	All Reporting Review and Submission		CoC and UW CEO Invoice Processing,				Maintain Veteran and FUP Master Lists

Homeless Assistance Programs
Job Descriptions at a Glance - Winter 2020

Annual Homeless Assistance Program Funding Projected 20-21	
<i>Creating a Coordinated System</i>	
County General Funds	\$340,000
Homeless Emergency Aid Program	\$187,716
HUD COC (HMIS, Planning and CES Admin)	\$224,000
Emergency Solutions Grant	\$9,446
Homeless Housing Assistance and Prevention Program	\$122,750
CA Emergency Solutions and Housing Programs	\$133,891
Community Corrections Partnership	\$50,000
Total	\$1,017,803

2019 CoC Program Strategies and Benchmarks – Revised

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

6. Strategies to reduce returns to homelessness

Champions: Sara Grasso, SB County Department of Behavioral Wellness and Emily Allen, Home For Good Santa Barbara County, Kristine Schwarz, New Beginnings Counseling Center and Wayne Mellinger

- 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.
- 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

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 SMV, 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).
- 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)

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

Champions: Independent Learning Resource Center, Noel Lossing, Department of Social Services and Jasmine Gaytan, DSS Department Business Specialist supporting the Medi-Cal program

- 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.
- 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.

Strategy	Champion	HCD Staff	Notes and Progress
<p>1. Strategies to increase Homeless Management Information System (HMIS) bed coverages to 85%</p>	<p>Dinah Lockhart, County of Santa Barbara</p>	<p>Rudy Razo</p>	<p>HMIS Capacity Building Grant approved by County BOS</p>
<p>2. Strategies to address individuals and families at risk of becoming homeless</p>	<p>Glenn Bacheller, Social Venture Partners (SVP)</p>	<p>Jett Black-Maertz and Roc Lowery</p>	<p>Research conducted on prevention/diversion methods and best practices. HCD staff (Roc and Jett) are participating in a nation wide Community of Practice to reduce inflow.</p>
<p>3. Strategies to re-house families with children within 30 days of becoming homeless</p>	<p>Sylvia Barnard, Good Samaritan Shelter</p>	<p>Kanika Mahajan</p>	
<p>4. Strategies to increase the rate at which individuals and families in emergency shelter, transitional housing, and rapid rehousing exit to permanent housing</p>	<p>SVP and Karen Nielson, Partners in Housing Solutions Glenn Bacheller, Social Venture Partners (SVP)</p>		
<p>5. Strategies to increase the rate at which individuals and families in permanent housing retain their housing or exit to other permanent housing 6. Strategies to reduce returns to homelessness</p>	<p>Kristine Schwarz, New Beginnings Counseling Center, Wayne Mellinger Sara Grasso, SB County Department of Behavioral Wellness and Emily Allen, Home For Good Santa Barbara County</p>		

2020 CoC Program Strategies and Benchmarks

<p>7. Strategies to increase access to employment, volunteerism, and community service 8. Strategies to promote partnerships and access to employment opportunities with private employers and private employment organizations</p>	<p>Dominique Samario, City of Goleta Frank Quezada, Housing Authority of the City of Santa Barbara and Edwin Weaver, Fighting Back SMV</p>		
<p>9. Strategies to increase non-employment cash income (mainstream benefits) 10. Strategies to increase access to other cash income/ SSDI and SSI</p>	<p>Noel Lossing, Department of Social Services and Jasmine Gaytan, DSS Department Business Specialist supporting the Medi-Cal program</p>		

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING					
Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
Priority 1: Increase Inventory of Affordable and Permanent Supportive Housing	1. Educate key stakeholders on the need for affordable and supportive housing	<ul style="list-style-type: none"> • There is currently not enough affordable and Permanent Supportive Housing (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 services paired with housing • Political will and public acceptance are critical for the creation of new affordable housing and PSH • Understanding new state legislation such as AB 2162, AB 1763, SB 35, and others is important. • Continue “elected leaders forums” on a quarterly basis and ensure that affordable housing issues are a key part of the agenda • Education sessions modeled after Santa Barbara City Council Permanent Supportive Housing Presentation should be expanded county-wide 	<ul style="list-style-type: none"> • Elected Leaders • Housing Authority of the City of Santa Barbara • Housing Authority of the County of Santa Barbara • CoC • County HCD – affordable housing • Capital Loan Committee • Cities-County joint affordable housing task group 		
	2. Create regional inventory map of all available or underutilized public and private lands for housing	<ul style="list-style-type: none"> • There is currently no single inventory list County-wide of available/underutilized properties to be used for regional planning for new development, acquisition, and rehab • 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 • Public sites include city owned, county/unincorporated, state and federally owned, and transportation owned • Private sites include church owned, non-profit owned, and private parcels • Identify potential zoning changes and process 	<ul style="list-style-type: none"> • County of Santa Barbara • All Cities in Santa Barbara County • Faith-based organizations • Non-profits • Federal (ex: army) • CalTrans • Other State agencies 		

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
	3. Create comprehensive process for planning and input for proposed new developments	<ul style="list-style-type: none"> Numerous stakeholders have voiced a need for a comprehensive planning process for new development 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 is critical. The process will need to balance the urgency of bringing on new resources with the need to ensure there is a solid process for input Elected leaders, local governments, developers, and public should understand new “by right” legislations for affordable and PSH, and use this strategy to quickly move on projects that meet the criteria 	<ul style="list-style-type: none"> Elected Leaders Neighborhood associations Advocacy organizations PSH developers (of successful projects) Communications professionals/PIOs 		
	4. Create 835 new units of Permanent Supportive Housing units	<ul style="list-style-type: none"> PSH provides subsidized affordable housing with intense wrap-around services targeted to those most in need, with significant challenges, and with a disability. Although the region has significantly increased the supply of PSH (774 units in 2016 compared to 962 in 2019 – includes OPH 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) Units can be created through new development, acquisition/rehab of hotels/motels, single family homes, and others. Units can also be created through a scattered site model by pairing housing vouchers or other rental assistance/subsidy with 	<ul style="list-style-type: none"> Housing Authority of the City of Santa Barbara Housing Authority of the County of Santa Barbara BeWell CenCal PathPoint Others 		<ul style="list-style-type: none"> Tax Credits NPLH MHSA CoC Medi-Cal State funding HUD VASH (75% utilization rate in County – March 2018) HUD Mainstream Vouchers Private funding Veterans Housing and

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
		<p>intensive wrap-around services such as Assertive Community Treatment programs or other MHSA programs through BeWell.</p> <ul style="list-style-type: none"> • Convert existing Other Permanent Housing (OPH) units and some Transitional Housing to PSH upon turnover of those units • State legislation such as AB 2162 made it easier to site new PSH. • The Medi-Cal Healthier California for All proposal includes Medi-Cal funding for “Tenancy Supports” that 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 intense services however many still needing subsidized housing • Train and build capacity of current and prospective service providers 			Homelessness Prevention Program
	5. Create 1,053 new slots of Rapid Re-Housing	<ul style="list-style-type: none"> • 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 exited to permanent housing • 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. • 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. 	<ul style="list-style-type: none"> • Private landlords • Housing Authority of the City of Santa Barbara • Housing Authority of the County of Santa Barbara • Employment agencies • County of Santa Barbara Social Services • BeWell • Nonprofits that provide childcare and other family resources 		<ul style="list-style-type: none"> • State funds: HEAP, CESH, and HHAP • Permanent Local Housing Allocation (PLHA) • CoC funds • ESG funds • VA – Supportive Services for Veteran Families (SSVF)

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
		<ul style="list-style-type: none"> • RRH will be a primary intervention for addressing family homelessness and partnerships will need to be created for employment support and childcare. • Ensure RRH programs for singles and families are available County-wide 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) as a portion of households will need longer to stabilize and take over the full rent. 	<ul style="list-style-type: none"> • New Beginnings Counseling Center • Partners in Housing Solutions 		
	6. Create 531 affordable housing subsidies dedicated to homeless households	<ul style="list-style-type: none"> • Santa Barbara’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 take on the rent even with short-term rental assistance and services such as RRH. • Attach deep subsidies (traditional Housing Choice Voucher) or shallow subsidies (locally funded) at the end of RRH for households who may need long-term rent support but no longer need services. • Populations may include seniors or those with disabilities who are on a fixed income such as SSI/SSDI and working families • In November 2019 HUD awarded the City of Santa Barbara Housing Authority with 49 new mainstream vouchers and the County of Santa Barbara with 52 vouchers. These vouchers are for individuals aged 18-61 who are homeless or at-risk and have a disability. • Enhance landlord engagement. 	<ul style="list-style-type: none"> • Santa Barbara City and County Housing Authorities • PIHS 		HUD Mainstream Vouchers
Priority 2: Increase the Pool of Funding Available	1. Maintain comprehensive list of funds dedicated to homelessness	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • County of Santa Barbara • Cities • Private/philanthropic funders 		

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
to Provide Housing and Services	2. Coordinate and align all regional funding for homelessness	<ul style="list-style-type: none"> • There are not enough resources to meet the regional need, so funding alignment is critical to create maximum impact • Various funding sources go to different public agencies in the region • New state funding such as HHAP requires the region to coordinate funding 	<ul style="list-style-type: none"> • County of Santa Barbara • Cities • Private/philanthropic funders 		
	3. Ensure regional capacity to apply for/receive all new funding from the state for housing, homelessness	<ul style="list-style-type: none"> • Region has not been unsuccessful 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 • Region needs to be ready for funding opportunities that require coordination 	<ul style="list-style-type: none"> • County of Santa Barbara • Cities • Private/philanthropic funders • Policy/legislation tracker(s) • State/federal legislators 		
	4. Align contracting expectations/best practices across funders	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • County of Santa Barbara • Cities • Private/philanthropic funders • Funders Collaborative • Foundation Roundtable 		
	5. Increase the percentage of homeless individuals served in mental health and substance	<ul style="list-style-type: none"> • 28% of individuals who accessed homeless services from Oct 2018 through September 2019 reported having a mental health issue. • Similarly, 20% of individuals surveyed during the 2019 PIT Count reported a mental health disability and 24% reported a substance use issue. 	<ul style="list-style-type: none"> • BeWell • Department of Public Health 		<ul style="list-style-type: none"> • MHSA • Drug Medi-Cal

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
	use disorder treatment programs	<ul style="list-style-type: none"> • Mental health and substance use services need to be targeted, accessible and available to homeless households, especially those experiencing chronic homelessness. 			
	6. Ensure all cities have an Inclusionary zoning law for new development	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Cities • Elected leaders • Planning and transportation staff and commissions 		
	7. Determine the need for a regional tax/bond for housing and/or homelessness	<ul style="list-style-type: none"> • There is a potential 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 as homelessness has generally polled as one of the key issues of concern among the general public. 	<ul style="list-style-type: none"> • Elected leaders • Advocates • Feasibility study partner/leader • Communications professionals/PIOs • Homeowner associations 		
	8. Engage healthcare partners to collaboratively address homelessness and housing	<ul style="list-style-type: none"> • Healthcare partners have an increased stake in addressing social determinants of health, which housing is core determinant. • Maximize opportunities 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 • 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 in joint funding opportunities to benefit both the homeless system and the healthcare system 	<ul style="list-style-type: none"> • CenCal • Cottage Hospital • Dignity Health • Lompoc Valley Medical Center • Planned Parenthood • County PHD • Sansum • SB Neighborhood Clinics 		

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
	9. Engage CenCal in implementing Healthier California for All proposal	<ul style="list-style-type: none"> • The Healthier California for All proposal includes potential funding for housing navigation, tenancy supports, and medical respite care through the “In Lieu of Services” section. • CenCal will be responsible for how these efforts are implemented in the County 	<ul style="list-style-type: none"> • CenCal • County of Santa Barbara 		Medi-Cal
Priority 3: Expand and Enhance the Shelter System and Implement Best Practices	1. Create 563 new low-barrier emergency shelter beds	<ul style="list-style-type: none"> • There are not enough shelter beds available to meet the need. All shelters in the region have lengthy waiting lists and 63% of the total population is unsheltered (36% on the streets and 27% in vehicles). 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, 133 beds in North County, and 61 beds in Mid-County • Strategies for increasing new shelter beds include identifying new sites (single site or scattered site), developing 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. • Use County-wide 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. 	<ul style="list-style-type: none"> • County of Santa Barbara • Cities • CoC • Current emergency shelter providers 		<ul style="list-style-type: none"> • HEAP • HHAP • ESG • Private
	2. Create agreed upon standards for the operation	<ul style="list-style-type: none"> • The CoC should review and update as necessary the current emergency shelter standards. 	<ul style="list-style-type: none"> • CoC • PATH 		

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
	of emergency shelter that incorporates a low-barrier housing focused approach	<ul style="list-style-type: none"> Standards should include criteria for entry, how the shelter operates, and how the shelter provides services to facilitate housing placements All programs (regardless of funding type) should use the CoC/County standards as minimum expectations for service delivery Evaluate temporary housing programs in the county (emergency shelter and transitional housing) in their implementation of low-barrier housing focused approach(es). Evaluation results will inform ways to improve practices. 	<ul style="list-style-type: none"> Good Samaritan Transition House United Way of Northern Santa Barbara County UCSB or similar institution (evaluation support) 		
	3. Identify sites for additional shelter programs	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> County of Santa Barbara (P&D, HCD) Cities 		
	4. Create culture of prevention and diversion across the system of care.	<ul style="list-style-type: none"> Diversion is an evolving model to assist those entering shelter to problem solve other housing options they may have allowing for a rapid exit from homelessness while ensuring shelter beds are provided to those who have no other options. In 2019 there were 1,224 people who entered homelessness for the first time, many of who 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 are providing diversion services but in limited capacity using HEAP or unfunded 	<ul style="list-style-type: none"> County of Santa Barbara CoC Current emergency shelter providers 		<ul style="list-style-type: none"> HEAP HHAP
	5. Engage CenCal in creating new Medical Respite Care beds	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> CenCal County of Santa Barbara Cities Hospitals 		<ul style="list-style-type: none"> Medi-Cal – Healthier California for All Hospitals

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Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
		<ul style="list-style-type: none"> • Currently CenCal and Cottage Hospital are funding Respite beds at different shelter locations and with Medi-Cal funding could be expanded • The Healthier California for All proposal will potentially provide Med-Cal funding for Medical Respite/Recuperative Care beds • Respite beds could be expanded as the region adds new shelter programs or Respite beds could be incorporated into a single site. 	<ul style="list-style-type: none"> • Current Respite Care providers – PATH and Good Samaritan 		<ul style="list-style-type: none"> • Funding for Board and Care
	6. Identify new sites for vehicular parking programs across the County	<ul style="list-style-type: none"> • 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 communication strategy. • Ensure that overnight parking program models include overnight staffing. 	<ul style="list-style-type: none"> • Faith-Based community (Churches with parking lots) • Other partners with underutilized parking lots (e.g. schools, shopping centers, etc.) • County of Santa Barbara • Cities • New Beginnings Counseling Center and other non-profits 		<ul style="list-style-type: none"> • Additional public and private parking lots region wide • Funds to operate program and services
	7. Identify the need for Transitional Housing or Recovery Housing for special sub-populations	<ul style="list-style-type: none"> • 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. • 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 abstinent housing, TAY, those exiting criminal justice settings, survivors of trafficking, and others) 	<ul style="list-style-type: none"> • County of Santa Barbara • BeWell • CoC • CADA • Trafficking Action Group 		<ul style="list-style-type: none"> • Drug Medi-Cal Organized Delivery System Waiver

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
		<ul style="list-style-type: none"> • BeWell is successful with currently operating models providing transitional housing that includes master leasing single family homes that provides housing and services to 4-5 individuals per home with onsite 24/7 staffing. Houses are integrated into existing neighborhoods with no community opposition. • 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. • Groups such as the Trafficking Action Group and the CoC sub-committee on survivors of trafficking are seeking to address survivors of trafficking, many of which experience housing instability and homelessness. Transitional housing programs may be an appropriate model for addressing this population. 	<ul style="list-style-type: none"> • CoC Survivors of Trafficking sub-committee 		
<p>Priority 4: Develop and Improve Partnerships with Landlords to Secure Housing in the Private Rental Market</p>	<p>1. Create coordinated regional landlord engagement strategy to engage private landlords in all regions</p>	<ul style="list-style-type: none"> • Create new housing and utilize the existing private rental markets by engaging current/prospective landlords • Create 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 – Veterans, families, and youth in particular • Build on efforts by Partners in Housing Solutions, PATH Lease Up Program, HomeShare, and PHAs’ signing and referrals bonus programs/incentives • Region could consider creating a centralized regional landlord entity or dividing landlord engagement efforts up on a sub-regional basis. Messaging to landlords across the region needs to be consistent 	<ul style="list-style-type: none"> • County and City Housing Authorities • Partners in Housing Solutions • PATH • Santa Barbara Rental Property Association • Private market landlords • Existing landlord groups 		

STRATEGY 1: INCREASE ACCESS TO SAFE, AFFORDABLE HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Potential Resources
		<ul style="list-style-type: none"> • 24/7 landlord liaison services, recognize long-term landlords in the community, and incentive payments to landlords • Incorporate housing unit platform for real/near real time unit vacancy • Region should also consider expanding “Master leasing” strategy to secure dedicated units for homeless households across the region 			
	2. Ensure centralized entity or sub-regional entities have flexible funds	<ul style="list-style-type: none"> • 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 • Create public and private partnership across jurisdictions to contribute to landlord fund to be used in jurisdictions. Engage health care and private sector for additional funding. 	<ul style="list-style-type: none"> • County and City Housing Authorities • CoC • Healthcare partners • Private/philanthropic funders • United Way NSBC 		

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STRATEGY 2: BUILD A COLLECTIVE ACTION PLAN; IMPROVE DATA SHARING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
Priority 1: Craft a Collective Response to Homelessness	1. Ensure region-wide adoption and commitment to Homeless Action Plan.	<ul style="list-style-type: none"> • For successful implementation, there is a need for the plan to be adopted 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: <ol style="list-style-type: none"> 1. End Veteran homelessness 2. Decrease Unsheltered Homelessness Particularly Among Youth 3. Prevent and End Family Homelessness 4. Reduce number of first time homeless 5. Improve Overall System Performance 6. Achieve CoC Strategies and Benchmarks 7. Increase All Housing Options 	<ul style="list-style-type: none"> • Elected officials • County of Santa Barbara • Cities • CoC • Cross-reference partners with past planning processes 		
	2. Convene elected leaders on a quarterly basis on the topic of homelessness	<ul style="list-style-type: none"> • Elected leaders need to provide leadership, political will, commitment, education, advocacy, and seek to increase community-wide buy in • Quarterly 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 	<ul style="list-style-type: none"> • Elected leaders 		

<p>3. Use the Homeless Inter-Agency Policy Council to provide overall oversight of plan</p>	<ul style="list-style-type: none"> • The HIAPC will provide overall oversight of the action plan, planning on how strategies are going to be implemented, funding, working with stakeholders, and measuring and reporting progress • Add additional representation to the HIAPC such as a representative with lived experience, homeless services providers, other City governments, VA, and CenCal • Define roles of various leadership groups with Action Plan implementation such as the CoC and how the HIAPC interacts with key stakeholder groups 	<ul style="list-style-type: none"> • County of Santa Barbara • CoC 		
<p>4. Create a region-wide communication plan to provide regular feedback and updates on plan</p>	<ul style="list-style-type: none"> • 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 • 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. 	<ul style="list-style-type: none"> • County of Santa Barbara 		
<p>5. Provide robust opportunities for those with lived experience to participate in planning, policy, and advocacy.</p>	<ul style="list-style-type: none"> • At least some clients feel as though their voice is not fully heard. Providing more feedback and advocacy opportunities will enhance important ideas from clients. • The region could create a client advocacy program for those with lived experience to tell their stories and speak at public forums • Enhance existing Youth Action Board 	<ul style="list-style-type: none"> • CoC • Existing stakeholder groups (e.g. veterans, youth, etc.) 		

	6. Coordinate with faith-based community and ensure strong partnerships with homeless system.	<ul style="list-style-type: none"> Faith-based organizations are providing various support throughout the County such as meal programs, vehicle parking lots, collecting items for donations, etc. 			
	7. Engage local media in messaging of challenges and progress addressing homelessness	<ul style="list-style-type: none"> Invite media to key events, notify them when key reports are being published Invite media rep(s) to media 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 			
Priority 2: Improve Data Collection Countywide and Enhance the Use of HMIS as Person-Centered Tool	1. Ensure all public and private funders include HMIS participation as a funding requirement	<ul style="list-style-type: none"> 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. 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 To increase participation there may need to be funds provided to ensure adequate and full participation 	<ul style="list-style-type: none"> County of Santa Barbara CoC 		
	2. Increase use of HMIS across County departments	<ul style="list-style-type: none"> 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, DSS, and the Public Defender's Office have already signed on to this. 	<ul style="list-style-type: none"> County of Santa Barbara CoC 		

Priority 3: Create a data-driven culture and use data to drive decision making	1. Enhance public data dashboards that visualize system and project level performance.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • County of Santa Barbara • CoC 		
	2. Share performance data with community	<ul style="list-style-type: none"> • HUD is increasingly linking CoC funding to overall system 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 	<ul style="list-style-type: none"> • County of Santa Barbara • CoC 		
	3. Engage local colleges and universities to support homeless system evaluation and research, plan implementation, and communications	<ul style="list-style-type: none"> • 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 is home to UCSB, Santa Barbara City College, and others who could be great engaged partners as well as provide students with meaningful learning opportunities in the community 	<ul style="list-style-type: none"> • UCSB • Santa Barbara City College • Other colleges and universities 		
Priority 4: Implement Cross Sector Data Sharing to improve Care Coordination and Outcomes	1. Provide health care partners view-only access if not part of HMIS data system.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • County of Santa Barbara • CoC • CenCal • Hospitals 		

	2. Engage key health care stakeholders to participate in CES case conferencing.	<ul style="list-style-type: none"> • Health plan staff and clinics can be great partners for case conferencing and some clinics are currently participating 	<ul style="list-style-type: none"> • CenCal • County of Santa Barbara Public Health Dept • Street Medicine Program 		
	3. Begin sharing data between the homeless, healthcare, and other sectors	<ul style="list-style-type: none"> • Sharing limited data within specific pilots is a good way to start sharing data across sectors • As new health and housing pilots, such as Whole Person Care pilot, are being implemented, determine how these opportunities can lead to more robust data sharing 			
	4. Create a robust, privacy-compliant, and integrated data exchange that shares data across sectors	<ul style="list-style-type: none"> • 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 			

STRATEGY 3: USE BEST PRACTICES TO DELIVER TAILORED SUPPORTIVE SERVICES AND MEET INDIVIDUAL NEEDS					
Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
Priority 1: Provide education and ongoing training opportunities	1. Engage homeless services providers on vision for robust services	<ul style="list-style-type: none"> • Region has dedicated and very passionate providers, but there are not many principles or agreements to unify providers • Engagement, flexible, and voluntary services has varying levels of definition, interpretation, and practice across the region • This should not just include providers funded by CoC/ESG funds 	<ul style="list-style-type: none"> • CoC 		

STRATEGY 3: USE BEST PRACTICES TO DELIVER TAILORED SUPPORTIVE SERVICES AND MEET INDIVIDUAL NEEDS

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
to stakeholders on best practices	2. Update CoC Written Standards to reflect best practices.	<ul style="list-style-type: none"> • The CoC has a current set of standards but they are not well used • There is a need to enhance the standards to ensure service quality and fidelity of best practices would support first steps toward these monitoring activities. • There does not appear to be regular monitoring of services beyond basic contract compliance requirements such as eligible expenses. • The Written 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 support 	<ul style="list-style-type: none"> • CoC 		
	3. Provide regular Housing-Based Case Management trainings focused on housing retention	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • CoC 		
	4. Provide regular Housing First trainings	<ul style="list-style-type: none"> • Many stakeholders, including service providers, are opposed to the Housing First approach and many think it's a program. • Housing First as an approach can be applied across all homeless services interventions even those that may require sobriety. • An understanding of Housing First and cases where it has been successful would help dispel myths and help understand how to adjust practices to make this approach work. 	<ul style="list-style-type: none"> • CoC 		

STRATEGY 3: USE BEST PRACTICES TO DELIVER TAILORED SUPPORTIVE SERVICES AND MEET INDIVIDUAL NEEDS

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
		<ul style="list-style-type: none"> • As part of SB 1382, the state is requiring that all state funded programs for homelessness utilize a Housing First approach as defined in the law. • The region needs to make sure that homeless services providers are educated and trained • There is a need to also educate other stakeholders, private market landlords, and the general public on the model 			
	5. Provide regular trainings to on core best practices	<ul style="list-style-type: none"> • 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 region-wide training schedule and promote the use of peer learning collaboratives to roll out trainings • By providing regular ongoing trainings on core best practices it can promote the creation of an engagement-oriented system focused on building authentic relationships 	• CoC		
Priority 2: Expand Supportive Services to Meet Client Needs	1. Ensure supportive services models meet client needs	<ul style="list-style-type: none"> • There are no clear standards set for supportive services, especially as they differ by sub-population and housing intervention. • Research best practice case-loads sizes across PSH, RRH, and temporary housing programs and ensure that all supportive services models have appropriate ratios. • 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) 			
	2. Set minimum caseload ratios for PSH and RRH	<ul style="list-style-type: none"> • Successful PSH programs require low staff to client ratios such as 1:10 or 1:15 	County of Santa Barbara CoC		

STRATEGY 3: USE BEST PRACTICES TO DELIVER TAILORED SUPPORTIVE SERVICES AND MEET INDIVIDUAL NEEDS

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
		<ul style="list-style-type: none"> • RRH has more flexibility but tends to require lower staff to client ratios • Public funders need to ensure that PSH and RRH programs they fund use low staff to client ratios to ensure success 			
	3. Create a pilot with enhanced multi-disciplinary team to serve a small cohort of PSH/RRH clients in scattered site housing	<ul style="list-style-type: none"> • 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 services onsite in scattered site housing. It could be smart to have the cohort serve both PSH and RRH clients for a mix of acuity levels. 			
Priority 3: Connect Clients to Mainstream Services	1. Identify access and eligibility barriers to mainstream services, starting with other County services.	<ul style="list-style-type: none"> • It is clear that many stakeholders understand some of the barriers and challenges to connecting clients; however, digging deep into where clients get stuck along the way will help resolve it. Understand if 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. 	<ul style="list-style-type: none"> • County of Santa Barbara services departments • CenCal 		
	2. Understand the overlap of common clients between HMIS, County and other mainstream services	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • County of Santa Barbara 		

STRATEGY 3: USE BEST PRACTICES TO DELIVER TAILORED SUPPORTIVE SERVICES AND MEET INDIVIDUAL NEEDS

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
	3. Create community guide/website that is user friendly for service providers and contains eligibility information and access steps up front	<ul style="list-style-type: none"> • There are existing places to access services by category such as the 211 website; 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 edibility • There is a need for ongoing training for services providers to understand the various benefits 	<ul style="list-style-type: none"> • 211 • CoC • Service providers • BeWell, other County services departments • CenCal 		
	4. Increase the use of SSI/SSDI Outreach, Access, and Recovery (SOAR) in the region	<ul style="list-style-type: none"> • SOAR is a promising practice model that help homeless households access disability benefits quickly • 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 	<ul style="list-style-type: none"> • Santa Barbara and Santa Maria Social Security Offices • CoC • SAMHSA SOAR TA Center 		MHSA
	5. Consider creating a task force to improve service connections for the top 20-30 clients on the CES list	<ul style="list-style-type: none"> • The focus is to ensure that clients access mainstream services once they are housed, so identifying those services before they're 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 coordinate care/services. 			

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
Priority 1: Ensure a Coordinated Response System to Quickly Access Appropriate Housing and Services	1. Require all homeless services programs to participate in CES	<ul style="list-style-type: none"> • 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 • All public entities that provide funding for any homeless housing intervention should require the use of CES as a requirement of those resources. 	<ul style="list-style-type: none"> • United Way of Northern Santa Barbara County – Home for Good • CoC • County of Santa Barbara • All public funders 		
	2. Enhance and expand CES sub-regional entry points.	<ul style="list-style-type: none"> • Currently there are 7 physical entry/access points region-wide with most embedded within existing shelter programs with limited CES hours. • 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). • Entry points should also provide a welcoming, non-judgmental environment where people can access emergency assistance resources and services. 	<ul style="list-style-type: none"> • CoC • United Way of Northern Santa Barbara County – Home for Good 		
	3. Create and implement a sub-regional and population	<ul style="list-style-type: none"> • 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 (More singles in South County vs families in North County) 	<ul style="list-style-type: none"> • CoC • United Way of Northern Santa Barbara County – Home for Good 		

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
	specific CES plan and process	<ul style="list-style-type: none"> • Create a region-wide CES policy group. This could be a committee within the CoC. The group would be responsible for policies and procedures and ongoing evaluation of the CES. • Create sub-regional CES leads to serve as designated staff in each of the sub-regions. • 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. • There is also a need to maintain population specific BNL's such as for Veterans that all sub-regions can use. The region should convene a CES case conferencing group specifically for Veterans as this is a priority goal of the action plan and potentially there are enough existing resources in the region to end Veteran Homelessness. Veterans case conferencing should include the VA HUD VASH reps, current SSVF providers – Good Samaritan, Salvation Army, and New Beginnings, and current VA Grant Per Diem providers – Good Samaritan and Salvation Army 			
	4. Enhance Flexibility within CES Process Especially Related to Prioritization	<ul style="list-style-type: none"> • 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 Action Plan. • At this time there are not enough resources to provide to everyone. 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. 	<ul style="list-style-type: none"> • CoC • United Way of Northern Santa Barbara County – Home for Good 		

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
		<ul style="list-style-type: none"> • Could consider TA to help facilitate this process if needed. 			
	5. Increase Flexible Source of Funding Administered through CES.	<ul style="list-style-type: none"> • There is a need to expand a flexible source of funding to assist those accessing CES to resolve their housing crisis immediately. • The fund could help people access housing quickly, provide needed funds for employment, or funds to assist with preventing homelessness – rent arrears, utility arrears, etc. 			
	6. Work with CenCal on coordinating Medi-Cal funded Housing Navigation Services	<ul style="list-style-type: none"> • The Healthier California for All proposal will potentially provide Med-Cal funding for Housing Navigation Services. • There will need to be discussions on how this is operationalized and potentially implemented in 2021 	<ul style="list-style-type: none"> • CenCal • County of Santa Barbara • United Way of Northern Santa Barbara County – Home for Good 		
	7. Increase the use of shared housing including home-sharing	<ul style="list-style-type: none"> • Better utilizing the existing rental market through shared housing models is critical. This can include pairing two or more individuals up to live together. • Roommate matching should be prioritized for those in RRH programs or those in prevention or diversion. • 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. • Homesharing models could also include opportunity to create Youth Host Home model 	<ul style="list-style-type: none"> • United Way of Northern Santa Barbara County – Home for Good • RRH Providers • Youth homeless providers 		
	8. Create renters basic training curriculum so new tenants understand their	<ul style="list-style-type: none"> • Curriculum could be created and implemented flexibly yet allow for consistency on messaging to tenants across various interventions. 			

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
	rights and responsibilities.				
	9. Increase Transportation resources	<ul style="list-style-type: none"> 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 others. 	<ul style="list-style-type: none"> County of Santa Barbara Santa Barbara Traffic Solutions Santa Barbara County Association of Governments 		
Priority 2: Improve Prevention and Diversion Programs	1. Increase Prevention programs for those at-risk of homelessness.	<ul style="list-style-type: none"> Region-wide there were 1,224 people who were newly homeless in 2019. It is assumed that many 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. 	<ul style="list-style-type: none"> United Way of Northern Santa Barbara County – Home for Good 2-1-1 Santa Barbara County 		HHAP
	2. Increase diversion services across entire system	<ul style="list-style-type: none"> Start with shelter diversion by training shelter intake staff on diversion problem solving techniques. Train 211 staff and outreach workers on shelter diversion techniques. Identify all diversion activities that may need funding (not all of them do!). 	<ul style="list-style-type: none"> Access point partners Shelter staff 211 staff 		

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
		<ul style="list-style-type: none"> • Determine sources for those activities (sources may come from various partners). Determine the fastest way to access those resources on an ongoing basis. • Work toward centralizing the coordination of these funds or a flex pool to hold funds for this purpose. • Determine methods to track diversion services (i.e. HMIS) and ensure this is part of staff training. 			
	3. Develop standards for family reunification programs	<ul style="list-style-type: none"> • Some homeless households may have family members or friends who may be willing to take them in • A program/system that has the ability to communicate with family/friends to accept household, coordinate placement, provide travel expenses, and follow up with family/friends to ensure placement was successful is needed 			
	4. Work with area hospitals and jails on effective and efficient discharge policies	<ul style="list-style-type: none"> • 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. • 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. 			
	5. Expand the Public Defenders Holistic Defense Program and other Restorative Justice efforts	<ul style="list-style-type: none"> • The Public Defenders Holistic Defense Program is a promising model for addressing individuals involved in the criminal justice system, many of who are experiencing housing instability and homelessness. • Ensuring that people have support with post-incarceration services and housing is critical to reduce recidivism 			
Priority 3: Reach Out to Those Otherwise	1. Provide basic necessities such as clean restrooms,	<ul style="list-style-type: none"> • Determine where folks are receiving virtually no services for basic necessities and start there. • Provide transportation support for nearby service. 			

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
Least Likely to Apply for Help	showers, and laundry facilities for those on the streets	<ul style="list-style-type: none"> • Onsite mobile facilities, particularly for large, remote encampments. • Sub-regions such as the City of Santa Barbara may consider the creation of drop-in day centers where those experiencing unsheltered homelessness can come during the day and receive services. 			
	2. Ensure health services are provided through mobile clinics or Street Medicine programs	<ul style="list-style-type: none"> • 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. 	Department of Public Health Doctors without Walls CenCal Hospitals		
	3. Create a coordinated encampment response across public agencies	<ul style="list-style-type: none"> • 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, both policy and protocols, that is agreed upon by all stakeholders will be important for responding effectively • 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. 	<ul style="list-style-type: none"> • County of Santa Barbara and various departments • Cities • Law enforcement • State agencies • Street Outreach providers 		
	4. Educate non-traditional public departments on how their staff can coordinate	<ul style="list-style-type: none"> • City and County departments such as Parks and Rec, Libraries, Public Works, and others regularly interact with those experiencing homelessness 			

STRATEGY 4: STRENGTHEN SUPPORT SYSTEM AVAILABLE TO HELP RESIDENTS OBTAIN AND MAINTAIN HOUSING

Priority	Actions	Description of Need	Suggested Community Partners	Timeline	Resources Needed
	with the homeless system	<ul style="list-style-type: none"> • 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 basis training and orientation of homelessness as part of job requirements 			
Priority 4: Create Meaningful Opportunities for Employment	1. Engage in partnerships with Workforce Programs to partner with homeless system to ensure stability	<ul style="list-style-type: none"> • Stable employment is a key strategy to help end homelessness and ensure individuals and families have income to pay the rent. • 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 Rapid Re-Housing programs gained or increased income from employment. • There is a need to better provide employment services in partnership with housing programs specifically shelter and Rapid Re-Housing 	<ul style="list-style-type: none"> • Santa Barbara County Workforce Development Board 		
	2. Engage Local Businesses and government agencies to hire homeless or formerly homeless individuals	<ul style="list-style-type: none"> • Local businesses can be a great source for creating partnerships to hire formerly homeless persons. • Government departments and offices can also help by determining how to create partnerships to hire formerly homeless persons. 	<ul style="list-style-type: none"> • Santa Barbara County Workforce Development Board • County, Cities, and others in the region 		



Homeless Housing, Assistance and Prevention (HHAP)

One-time flexible block grants intended to expand and develop local capacity to address their immediate homeless challenges informed by a best practices framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing.

The County and CoC have determined the following eligible uses will address critical gaps in the homeless response system and strengthen current investments to address homelessness:

Santa Maria/Santa Barbara County Continuum of Care \$2,123,943, of which \$700,000 to be dedicated for rental assistance and rapid rehousing, \$299,154 for incentives to landlords to provide dedicated housing units, \$700,000 to support the development of a Crisis Respite Navigation Center located in South County, and administrative and system support costs.

Santa Maria/Santa Barbara County Continuum of Care HHAP Funding Application	
Eligible Activity	Request Amount
Rental assistance and rapid rehousing	\$700,000
Incentives for Landlords	\$299,154
Support for Crisis Respite Navigation Center	\$700,000
Administrative Costs	\$148,676
System Support Costs	\$106,197
Youth Set Aside*	\$169,915
Total CoC HHAP Application	\$2,123,942

County of Santa Barbara \$1,967,681, of which \$574,145 to be dedicated for outreach and coordination to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing, \$1,000,000 to support creation of a Crisis Respite Navigation Center located in South County and administrative and system support costs.

County of Santa Barbara HHAP Funding Application	
Eligible Activity	Request Amount
Outreach and coordination to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing	\$574,145
Support for Crisis Respite Navigation Center	\$1,000,000
Administrative Costs	\$137,738
System Support Costs	\$98,384
Youth Set Aside*	\$157,414
Total County HHAP Application	\$1,967,681

Combined Santa Maria/Santa Barbara County Continuum of Care and County of Santa Barbara Youth Set-Aside allocations \$327,330, of which \$218,220 to be dedicated for rental assistance and rapid rehousing, and \$109,110 to outreach and coordination to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing.

Detail of Combined Youth Set Aside (both CoC and County Allocations)	
Eligible Activity	Request Amount
Rental assistance and rapid rehousing	\$218,220
Outreach and coordination to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing	\$109,110
Total HHAP Dedicated to Youth Homelessness	\$327,330

Per HSC § 50219(a)(6), all applicants’ measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding. This chart identifies clear, measurable goals that HHAP will be expected to achieve in Santa Barbara County:

Proposed Activity	Measurable Goal
Rental assistance and rapid rehousing (RRH) and Incentives to Landlords	Permanently place at least 50 adult households and at least 16 youth households, and secure at least 100 adult units dedicated to RRH households.
Outreach and coordination to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing	Improve housing retention by assisting at least 100 vulnerable adults in accessing permanent housing and promote housing stability in supportive housing through outreach and coordination.
New navigation center(s) and emergency shelter(s) based on demonstrated need	Lower returns to homelessness after permanent housing placement by developing 30-40 respite care beds with supportive services.



**Community
Services
Department**
Connecting People to Opportunities

George Chapjian, Director, Community Services
Sarah York Rubin, Executive Director, Office of Arts & Culture
Ryder Bailey, CPA, Chief Financial Officer, Community Services
Dinah Lockhart, Deputy Director, Housing & Community Development
Jeff Lindgren, Superintendent, Park Division
Ashley Watkins, Division Chief, Sustainability Division



VII.A.

February 6, 2020

California Department of Housing
and Community Development
2020 West El Camino Ave
Sacramento, CA 95833

Re: Ventura Veterans Home Veteran Housing and Homelessness Prevention Program

Dear California Housing and Community Development:

Ventura Veterans Home (VVH) is a new construction project that includes 120 housing units for veterans and their families and two manager's units. The project's mission is to create a community that will enrich the lives of veterans from Ventura, Santa Barbara, and San Luis Obispo Counties and their families who may have a disability, experienced homelessness or economic challenges which have made it difficult to afford quality housing. The project will have sixty (60) permanent supportive housing units, sixty (60) general affordable units for low-income veterans, and two (2) managers units.

In Santa Barbara County there are 210 homeless veterans. Due to high cost of living and vacancy rates in the single digits, that number is only expected to rise. The data shows that the average age of a veteran experiencing homelessness in Santa Barbara is 52.9, with the oldest veteran being 84 years old. In February of 2020, the Housing Authority of the City of Santa Barbara will open Johnson Court, 16 studio units for low- to very-low income veterans.

However, the need for veteran housing in the Tri-County area is great and finding a solution requires a collaborative effort. The Santa Maria/Santa Barbara County Continuum of Care was pleased to learn the 120 units proposed in the Ventura Veterans Home will be open to veterans who are currently homeless in Ventura, Santa Barbara, and San Luis Obispo Counties. The project will help to meet the high priority need within the region.

Please do not hesitate to contact the Santa Maria/Santa Barbara County CoC if you have any further questions concerning veterans experiencing homelessness within our CoC.

Dinah Lockhart, Deputy Director
On behalf of the Santa Maria/Santa Barbara County Continuum of Care
County of Santa Barbara Community
Services Department
Housing and Community Development Division



HOUSING AND COMMUNITY DEVELOPMENT DIVISION COMMUNITY SERVICES DEPARTMENT

STAFF REPORT PREPARED FOR CONTINUUM OF CARE BOARD

*Submitted by: Kimberlee Albers and Jett Black-Maertz
February 6, 2020*

I. HUD COC TIER I AND DV BONUS AWARDS ANNOUNCED

On January 13, 2020 HUD Released the 2019 CoC Program Competition award listing for Tier I and Domestic Violence Bonus projects. The award chart is at the end of this document.

II. SECOND ELECTED LEADERS FORUM FEBRUARY 5, 2020

The second meeting of the Elected Leaders Forum to Address Homelessness will be held on Wednesday, February 5, from 9:00-10:00 a.m. at Los Olivos Community Organization Hall ("The Grange") | 2374 Alamo Pintado Ave, Los Olivos, CA 93441. This meeting will involve each jurisdiction's feedback on the Phase II Regional Action Plan to Address Homelessness including housing and shelter goals. County staff will share proposed uses for upcoming funding opportunities from the State of California.

III. POINT-IN-TIME COUNT

The 2020 PIT Count occurred on Wednesday, January 29. Over 500 volunteers were deployed from 7 logistics centers throughout the county. Efforts were made to replicate the 2019 PIT methodology to ensure consistent data collection year over year. HCD staff is working to process the data and should have preliminary numbers soon.

IV. YOUTH ACTION BOARD AND YOUTH HOMELESSNESS DEMONSTRATION PROJECT UPDATE

YAB members met several times in fall 2019, and discussed activities/ideas for team building and workshops, including: healthcare, healthy relationships, budgeting, time management, self-care, and ways to connect with other youth groups. They also discussed efforts to include youth countywide. YAB members will re-group in February 2020 to schedule workshops.

The YHDP application submitted by the County of Santa Barbara was not funded in Round 3 of YHDP Funding. HCD Staff has requested additional review and feedback on the Round 3 application from HUD. No CA projects were funded.

Santa Maria/Santa Barbara County CoC has been selected to participate in a 100 Day Challenge on Youth Homelessness. A preliminary call regarding the anticipated timeline and goals was held in December. A coach has been assigned and more details will be forthcoming.

V. HEAP SUPPLEMENTAL PROJECT FUNDING

The County of Santa Barbara - County Executive Office / Multidisciplinary Approach to Housing the Most Vulnerable Homeless is moving forward with their HEAP Project. It is scheduled to go for approval by the Board of Supervisors on February 25th. The project includes funding for a Multi-Disciplinary Team, a 7-unit PSH project in South County, expansion of Safe Parking and capital costs for a New Navigation Respite Center with 30-40 beds.



VI. JOHNSON COURT EVENTS

Saturday, February 8, 2020 @ 10:00AM – 1:00PM: Give Back to a Veteran Day – Johnson Court (Unit and Community Room decorating day) – Location 813 E. Carrillo Street.

Friday, February 14, 2020 – 2:00PM (program likely at 2:30PM to 3:30PM) – Johnson Court (813 E. Carrillo Street) – Ribbon Cutting Event.

VII. HMIS EXPANSION AND CAPACITY BUILDING

In recent weeks, both the Santa Barbara Rescue Mission and US Department of Veteran Affairs have executed the HMIS MOU. Exciting steps forward as we increase HMIS bed coverage a critical part of improving HUD COC Annual Application score and evaluating system performance for policy making decisions.

VIII. BOARD MEMBER RESIGNATION

Due to a recent change in jobs, Dolores Daniel has resigned her Education seat on the CoC board. This seat will remain empty until the next CoC General Membership meeting.

IX. BOARD MEMBER ATTENDANCE

A reminder that the CoC Board adopted attendance guidelines to remain in good standing. According to the CoC Governance Charter:

In order to be considered a Member in Good Standing, a CoC Board member or alternate must attend 75% of all scheduled Board meetings, with 50% of those meetings being attended by the elected member, not the appointed alternate. Board Members not meeting this attendance requirement may be removed from the Board roster and that vacant seat will be filled at the next scheduled General Election.

Santa Maria/Santa Barbara Continuum of Care
 FY 2019 CoC Program Competition- First Award Announcement Only (January 13, 2020)

Tier 1 (94% of ARD of Established Renewals + 100% ARD of First-Time Renewals - \$1,842,121)								
Rank	Agency	Project	Project Type	Type of Funding	Amount Requested	Amount Awarded	Change	
1	The Housing Authority City of SB	Shelter Plus Care, A SB Partnership Serving the Homeless	PSH	Renewal	\$846,288	\$852,168	\$5,880	
2	Good Samaritan Shelter	Northern SB County Rapid Rehousing	RRH	Renewal	\$91,836	\$93,060	\$1,224	
3	SB Community Housing Corp.	Hotel de Riviera PSH	PSH	Renewal	\$79,444	\$79,444	\$0	
4	Good Samaritan Shelter	Northern SB County RRH Expansion	RRH	New	\$76,556	\$76,808	\$252	
5	SB County Behavioral Wellness	Casa Del Mural	PSH	Renewal	\$115,315	\$115,315	\$0	
6	Good Samaritan Shelter	Mark's House Transitional Housing – RRH*	TH/RRH	Renewal	\$114,197	\$115,421	\$1,224	
7	New Beginnings Counseling Center	New Beginnings RRH*	RRH	Renewal	\$103,787	\$103,991	\$204	
8	PATH Santa Barbara	PATH Santa Barbara Rapid Rehousing*	RRH	Renewal	\$112,433	\$113,549	\$1,116	
9	SB County HCD	SB County Coordinated Entry*	CES	Renewal	\$130,675	\$130,675	\$0	
10	SB County HCD	HMIS Consolidation*	HMIS	Renewal	\$169,050	\$169,050	\$0	
11	The Housing Authority City of SB	Shelter Plus Care PRA for Artisan and Bradley Consolidation	PSH	Renewal	\$2,540	\$2,539	-\$1	
Tier 2 (Remainder of ARD + Housing Bonus Amount - \$200,377) + DV Bonus (\$172,044)								
11	The Housing Authority City of SB	Shelter Plus Care PRA for Artisan and Bradley Consolidation	PSH	Renewal	\$103,115	Not yet announced		
12	Domestic Violence Solutions	DV Solutions New Scattered-Site Housing	RRH	New (DV Bonus)	\$172,044	Not yet		
13	Channel Islands YMCA	Noah's Anchorage	RRH	New	\$97,262	Not yet announced		
N/A	SB County HCD	Planning Grant	Planning	New	\$58,357	\$58,357	\$0	
					Total Request	Total Award (INCOMPLETE)	Change	
					Total Awards:	\$2,272,899	\$1,910,377	\$9,899

2020 Santa Maria/Santa Barbara County Continuum of Care Meeting Calendar

CoC Board Bi-Monthly

First Thursday, 2-4pm, 6 times per year

February 6, 2020

- Goleta Council Chambers
- 130 Cremona Drive #B, Goleta

April 2, 2020

- Shepard Hall, SM Library
- 421 McClelland St, Santa Maria

June 4, 2020

- Goleta Council Chambers
- 130 Cremona Drive #B, Goleta

August 6, 2020

- Goleta Council Chambers
- 130 Cremona Drive #B, Goleta

October 1, 2020

December 3, 2020

- Goleta Council Chambers
- 130 Cremona Drive #B, Goleta

CoC CES – Quarterly

Second Thursday, 10-11:30am, 4 times per year

January 9, 2020

- Santa Ynez Valley People Helping People
- 545 Alisal Rd #102, Solvang

March 12, 2020

- Solvang City Council Chambers
- 1644 Oak St, Solvang

July 9, 2020

- Solvang City Council Chambers
- 1644 Oak St, Solvang

November 12, 2020

- Solvang City Council Chambers
- 1644 Oak St, Solvang

CoC Planning Quarterly

Third Thursday, 2-3:30pm, 4 times per year

January 30, 2020

- Housing Authority of the City of Santa Barbara
- 706 Laguna St

March 19, 2020

- Cachuma Lake Club House
- 1 Lake View Dr, Santa Barbara

July 16, 2020

- Cachuma Lake Club House
- 1 Lake View Dr, Santa Barbara

November 19, 2020

- Cachuma Lake Club House
- 1 Lake View Dr, Santa Barbara

CoC Rank and Review Committee

Trainings and Events

February 11, 2020

- CES Training with DVS
- Santa Ynez Valley Grange, 2374 Alamo Pintado Ave, Los Olivos