



COMMUNITY DEVELOPMENT DEPARTMENT

UPDATE ON EFFORTS TO ADDRESS HOMELESSNESS AND ITS RELATED IMPACTS IN THE CITY OF SANTA BARBARA

April 12, 2022

Order of Presentation

- Background
- City Roles and Initiatives
- Partner Agencies
- Collaborative Efforts
- City Financial Support
- Presentations – SB ACT and City Net

Background

- 2020 Point In Time Count estimates 580,000 people experiencing homelessness nationwide
- California has largest percentage of homeless – 28% or 161,548
- Of California's population, 70% are unsheltered
 - More than half of the nationwide unsheltered population

Background

- Countywide PIT shows 1,962 experiencing homelessness in 2022 – 69% unsheltered
- 822 in the City – 41% of countywide population
- PIT is only a snapshot estimate – Per HUD countywide data, the number of persons served in FY 2020-21 was 1.7 times more than PIT

City Roles and Initiatives

Community Development Department

- Provides funding for various partner agencies
 - PATH, Safe Parking, SB ACT, City Net, Rental Assistance programs, etc.
- Reassigned staff to coordinate the City's internal and external efforts related to homelessness-related goals

Encampment Response Program

- Environmental Services Division coordinates the City's Encampment Response Team
 - Creeks, Parks and Streets Divisions, City Attorney's Office, and Police and Fire Departments
- Collaboration with CalTrans, Union Pacific, City of Goleta, and County of Santa Barbara

Encampment Response Program (cont.)

- Centralized web-based reporting system utilizing GPS coordinates
- Reports received from residents, staff, and visitors

Encampment Information


Location Type *

Please enter a general location type

Visibility *

Please select from sidewalk

Please use the draggable pin on the Google Map below to mark the location as accurately as possible. To drag the pin you can click on it with your cursor, or use your finger on mobile devices.



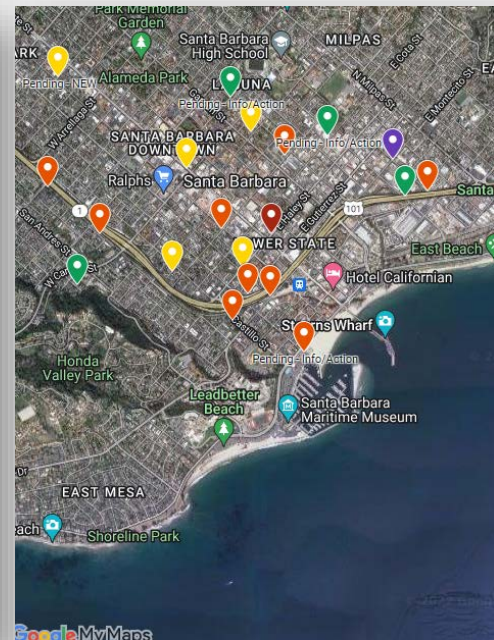
Latitude *

Longitude *

Please select all that apply to tell us what you saw at this location. This will help us dispatch resources efficiently.

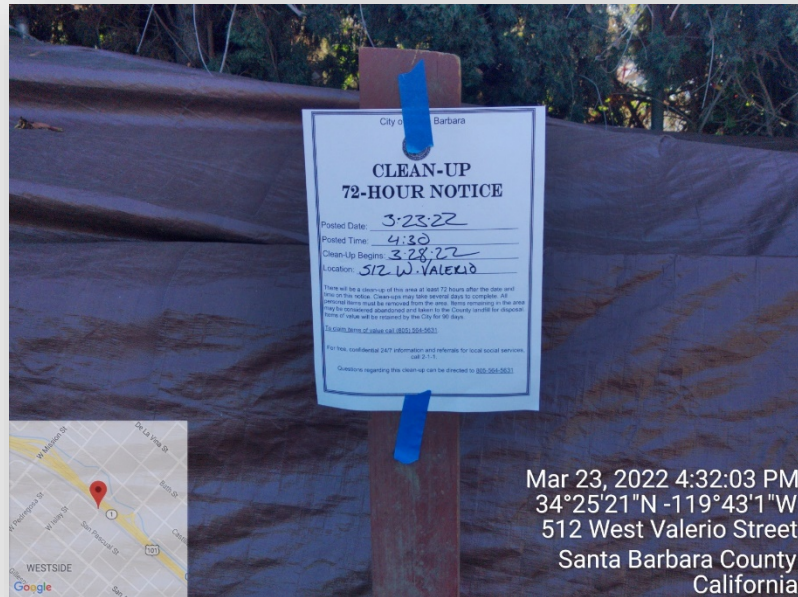
Encampment (Inhabited) - Location has unauthorized campers on-site. There is an assortment of items and trash at the location.

Encampment (Uninhabited) - There is trash only at this location. Looks like residual left-over from a campsite.



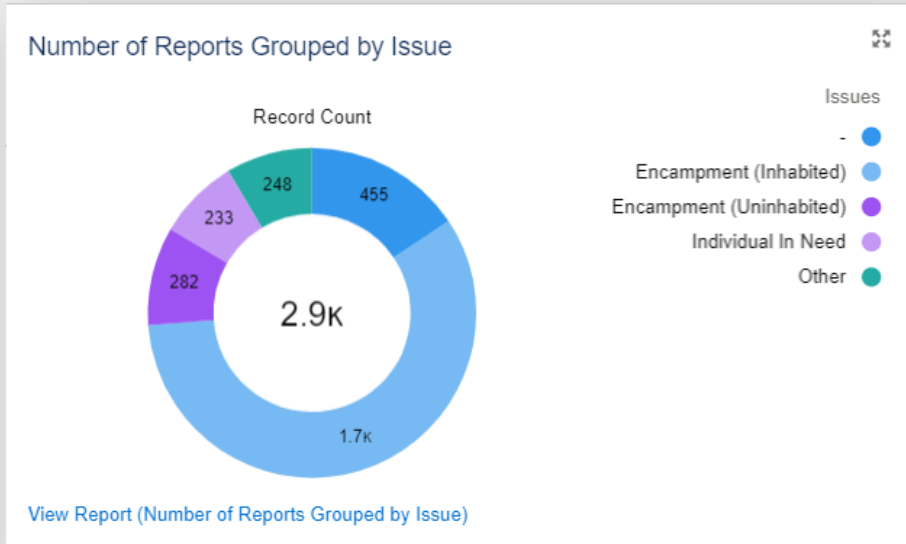
Encampment Response Program (cont.)

- Encampments posted with a 72-hour notice
- Occupants provided opportunity to retain their property, access services, and voluntarily relocate before a cleanup
- Items of value retained for 90 days for retrieval



Encampment Response Program (cont.)

- 2021
 - 548 encampment reports
 - 36 individual-in-need reports
- 2019 - Current
 - 2,916 reports
 - 685 encampments cleaned
 - 81.4 tons of waste cleaned
 - 320 City Net outreach contacts



Santa Barbara Police Department

- Co-Response Officer
 - Responded to approximately 600 calls
 - Helps reunite persons living on the street with family, and connect them with assistance programs or work opportunities
 - Over the last year successfully reunified 63 people

Santa Barbara Police Department, cont.

- Crisis Intervention Training (CIT) – nationally recognized model for police interactions
 - 65 Officers trained last year
- Street Crimes Unit (SCU) has established relationships with service providers and community groups
- Assigned SCU Sergeant as Homeless Liaison

Parks and Recreation

- Parks and Recreation Rangers
- Fully-staffed with four rangers
- Operating daily
- Build one-on-one relationships with park regulars and are trained to connect with service providers

Library

- Participation in SB ACT Steering Committee and other workgroups
- Outreach at Neighborhood Navigation Centers



Library

- Adult Education
 - Literacy Services
 - SBPL Works!
 - Vets Connect
- Community Connections grant project



Downtown Ambassadors

- Continuous presence along State St., from Cabrillo to Sola
- SB ACT work groups and Coordinated Outreach Team meetings
- Vital conduit of information



Downtown Ambassadors, cont.

- Six (6) part-time uniformed ambassadors
- From July 1 – December 31, 2021
 - 19,616: total contacts
 - *2,450: homeless individuals*
 - *17,166: downtown businesses*

Partner Agencies

Santa Barbara Alliance for Community Transformation

- Contracted to assist the City in developing a unified, strategic response to homelessness
- Common Agenda/Strategic Plan
- First year's performance update will be presented

City Net

- Street outreach and case-management
- Responds to on-line Individual In Need reports
- Presentation on efforts to date follow



Collaborative Efforts

Expanded Partnership with County

- Elected Leaders Forum on Homelessness
- Encampment Resolution Program funds through the state
- South County Coordinated Outreach Team
- Dignity Moves

Regional Action Plans

- Regional Action Plans (RAPs)
- State Street (downtown), Eastside, Upper State, and Waterfront
- Encampment Response Team, Police and Fire, Library, and Community Development actively participate

Neighborhood Navigation Centers

- “One-stop-shop” services - case management, food, medical and veterinary care, hygiene services, and more
 - Tuesdays - Carrillo Commuter Lot
 - Wednesdays - Rescue Mission
 - Thursdays - Alameda Park

Major Coordinated Effort – Rose Garden Inn

- City's investment facilitated a strategic and coordinated response to the May 2021 Loma Fire
- State of Emergency in fire-prone areas
- Contracted City Net to temporarily house persons living in illegal encampments

Major Coordinated Effort – Rose Garden Inn

- Existing agreements with CalTrans enabled quick access
- Prior engagement with clients enabled high acceptance rate of assistance before cleanup
- Regional Action Plan created for the surrounding area
- Police proactively patrolled surrounding neighborhood
- Additional street outreach of surrounding area provided

Major Coordinated Effort – Rose Garden Inn

- From July 5, 2021 to January 31, 2022, the following was achieved:
 - 63 persons served – 43 men, 20 women
 - 12 placed into permanent housing or other safe locations
 - 33 clients became document ready
 - 13 connected to mental health and substance use treatment
- 20 clients were asked to leave
- At project end, 27 persons returned to the streets

Major Coordinated Effort – Rose Garden Inn

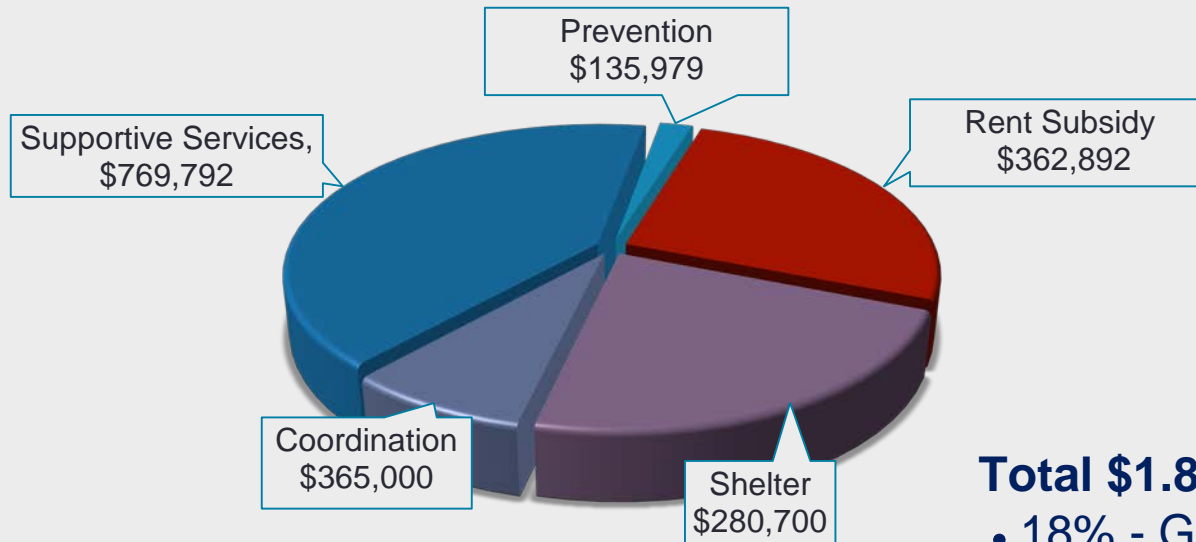
- Project should be noted for the successes made
- Persons living in encampments are more resistant to congregate shelter
- Document readiness is a lengthy process due to the vulnerability resulting from living on the street
- Clients reported improvement physical disabilities, mental health, and chronic health conditions

Major Coordinated Effort – Rose Garden Inn

- Project budgeted at \$3.23 million
- Actual expenditures through project completion totaled \$2,310,552
 - 122,552 State Permanent Local Housing Allocation
 - 542,517 Emergency Services Grant funds from the County of Santa Barbara

City Financial Support to Address Homelessness

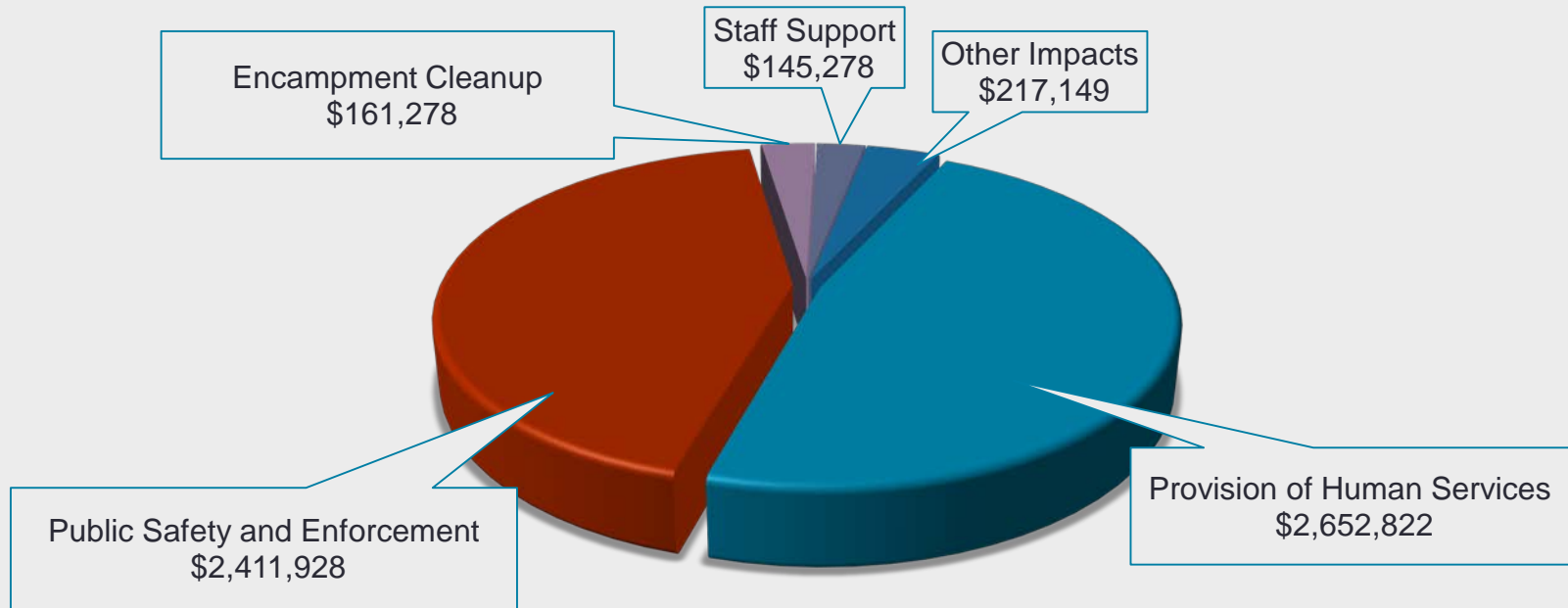
Funds for Services FY 2021



Total \$1.8 Million

- 18% - General Fund
- 82% - State/Federal

City Costs to Respond to Homelessness



Next Steps

- Continue building interdepartmental coordination
- Enhance communication on City efforts to address homelessness
- Expand utilization of shelters
- Identify partnership opportunities for housing – from interim to permanent housing to prevention
- Track new legislation and pursue new funding

Partner Presentations

SB ACT – Annual Report

2021 – 2023 STRATEGIC PLAN UPDATE

TUESDAY, APRIL 12, 2022
SANTA BARBARA CITY COUNCIL



ACT

On Homelessness



2021 – 2023 STRATEGIC PLAN UPDATE

TUESDAY, APRIL 12, 2022
SANTA BARBARA CITY COUNCIL



ACT

On Homelessness

COMMON AGENDA GOALS TO BE ACHIEVED BY THE END OF 2023

- **GOAL #1** Increase the number of affordable housing units in the City of Santa Barbara by 20%
- **GOAL #2** Strengthen the capacity of organizations that provide permanent housing placement services to increase the rate of housing retention by 5%
- **GOAL #3** Create a culture of diversion and prevention among collaborative partners to reduce the percentage of individuals, youth and families entering homelessness from a housed situation by 10%
- **GOAL #4** Strengthen the coordination and availability of outreach and case management services for individuals, youth and families experiencing homelessness by 25%



GOAL #1

Increase the number of affordable housing units



STRATEGIES



- Help to identify vacant and under-utilized lots in each district within the City of Santa Barbara



- Increase engagement of collaborative partners in advocating for affordable housing solutions



- Encourage strategic use of ADUs (Accessory Dwelling Units) and shared housing opportunities



GOAL #2

Increase the rate of housing retention



STRATEGIES



- Coordinate with HACSB to analyze data regarding evictions and identify best practices



- Increase engagement and communication for current supportive services partners



- Create a “Good Neighbor Handbook” that will be utilized to support residents being placed into permanent housing



- Identify financial resources and key partner agencies to plan, advocate for, and build capacity for bridge or transitional housing



GOAL #3

Reduce the number of individuals, youth, and families entering homelessness



STRATEGIES



- Identify the agencies currently practicing diversion and identify how best to capture and share quantitative and qualitative data



- Facilitate regular trainings and workshops for traditional and non-traditional homeless care and shelter providers that can prioritize diversion or rapid resolution



- Advocate for an increase in the availability of flexible, financial resources



GOAL #4

Strengthen the capacity of outreach and case management services



STRATEGIES



- Strengthen coordination through Regional Action Plans



- Advocate for resources to be allocated and sustained in support of specialized outreach teams



- Formalize approach to Neighborhood Navigation to support individuals experiencing homelessness and the prioritization of diversion or rapid resolution practices

WORKING GROUPS
2021 PROGRESS



ACT

On Homelessness

WORKING GROUPS

HOMELESSNESS PREVENTION

Assessing & responding to the risks of homelessness for individuals & families

HOUSING & SHELTER

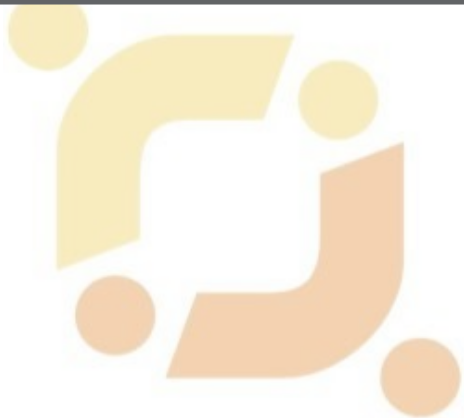
Increasing the number and / or availability of shelter beds & permanent housing units to serve individuals & families experiencing homelessness

HOUSING RETENTION

Facilitating the design of a system of care for chronically homeless individuals transitioning to a permanent supportive housing environment

LIVED EXPERIENCE

Engaging those who are or who have experienced homelessness into our collaborative plan to reduce homelessness



WORKING GROUPS

Monthly, facilitated meetings

Coordination of partner agencies

Address gaps in available resources

Collect and analyze data for learning

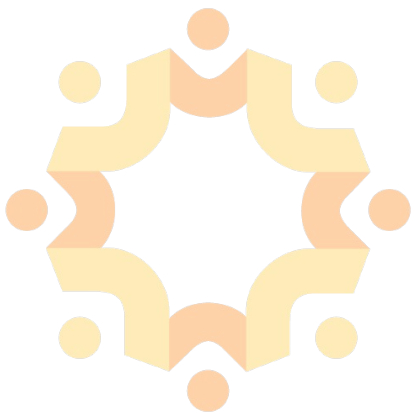
DEVELOP &
IMPLEMENT
STRATEGIES

ASSESS,
REFINE,
SCALE OR
EXIT

REPORT ON
IMPACTS TO
GOAL
PROGRESS

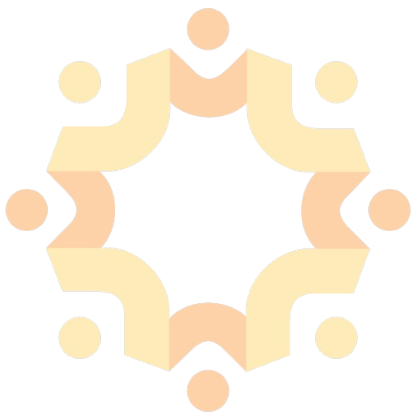
HOMELESSNESS PREVENTION WORKING GROUP

- Engaging more community leaders and organizations that support low-income individuals and families that are at risk of experiencing homelessness
- Creating a flexible resource fund to help individuals and families with unexpected expenses that would not otherwise be covered by existing emergency assistance programs
- Sharing information and best practices regarding family self-sufficiency and economic empowerment programs



HOUSING & SHELTER WORKING GROUP

- Utilization of Emergency Housing Vouchers (EHV) in the City of Santa Barbara and County of Santa Barbara
- Dignity Moves bridge housing program set to open and accept referrals from the Coordinated Entry System (CES) in June
- Creating a Provider Directory on mental health crisis response and overall mental health support for individuals experiencing homelessness living on the streets as well as for those recently placed into permanent housing



GOALS BY THE NUMBERS: SANTA BARBARA CITY LEVEL DATA

Housing & Shelter Needs	Total Number of Beds or Units	Estimated Costs Per Bed or Unit	Total Estimated Cost to Meet Needs
Emergency Shelter	262	\$45 to \$60 per bed per night	\$4,303,350 – \$5,737,800 per year
Transitional Housing	120	\$45 to \$100 per bed per night	\$1,971,000 - \$4,380,000 per year
Permanent Supportive Housing	232	\$400,000 to \$477,000 per unit with \$11,525 per year for necessary supportive services	\$92,800,000 plus \$2,673,800 per year (tax credits and other sources can be leveraged)
Other Permanent Housing (No Disability Required)	158	\$18,000 per unit	\$2,844,000

Source: Santa Barbara County Phase II Community Action Plan

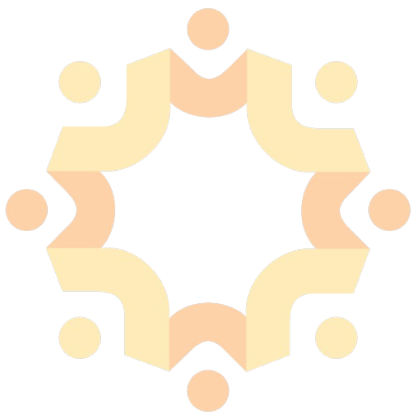
GOALS BY THE NUMBERS: SANTA BARBARA CITY LEVEL DATA

Housing & Shelter Needs	Total Number of Beds or Units Needed	Total Number of Beds or Units Achieved
Emergency Shelter	262	0
Transitional Housing	120	50 Temporary Units (42%)
Permanent Supportive Housing	232	89 Emergency Housing Vouchers (38%)
Other Permanent Housing (No Disability Required)	158	Unknown

Source: Santa Barbara County Phase II Community Action Plan

HOUSING RETENTION WORKING GROUP

- Coordinating strategic plan objectives with the *County of Santa Barbara Phase II Community Action Plan to Address Homelessness*
- Creating a space for provider partners to discuss challenges and successful approaches in supporting clients transitioning from homelessness to a housed environment
- Providing training opportunities to service provider partners on best practices and approaches in housing retention



LIVED EXPERIENCE WORKING GROUP

- Working together to lift up the voices of individuals experiencing homelessness and those recently housed to educate and engage elected officials
- Discussing opportunities to build a peer-to-peer network of support among individuals and families experiencing homelessness



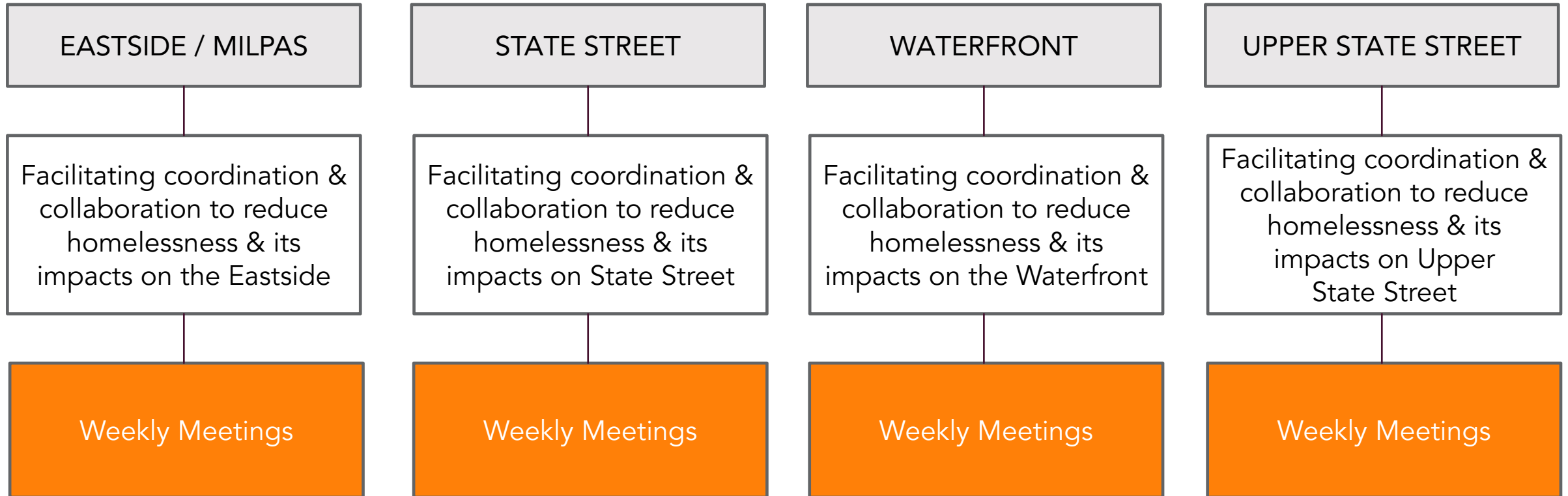
REGIONAL ACTION PLANS 2021 PROGRESS



ACT

On Homelessness

REGIONAL ACTION PLANS (RAP)



THE 100-PERSON PLAN: 100 STREET EXITS IN 2021

Weekly, facilitated meetings

Intensive case management and outreach

Flexible resources for "whatever it takes"

Increase in shelter bed capacity

PERMANENT SOLUTIONS

REUNIFICATION

PERMANENT HOUSING

TEMPORARY SOLUTIONS

TRANSITIONAL HOUSING

EMERGENCY SHELTERING

PROGRESS TO GOAL: 99 STREET EXITS IN 2021

FIRST QUARTER
2021

21

35 PERMANENTLY HOUSED

SECOND QUARTER
2021

11
+ 22 in Bridge
Housing Program

20 EXITS FROM THE EASTSIDE

THIRD QUARTER
2021

33

20 EXITS FROM THE WATERFRONT

FOURTH QUARTER
2021

12

40 EXITS FROM STATE STREET

Source: City Net, City of Santa Barbara Data Report

NEIGHBORHOOD NAVIGATION CENTERS

TUESDAYS
10am – 1pm
Carrillo Castillo Commuter Lot

WEDNESDAYS
8am – 10am
Rescue Mission

THURSDAYS
4pm – 7pm
Alameda Park

2,108 MEALS SHARED

1,301 SHOWERS FACILITATED

187 MEDICAL ENCOUNTERS

22 CASE MANAGEMENT CLIENTS

153 ANIMALS RECEIVED CARE

WHERE DO CHALLENGES REMAIN?

EMERGENCY SHELTER
BED CAPACITY



There needs to be a substantial increase in the availability of emergency shelter beds to meet the current needs of the unsheltered and vehicular homeless population residing in the City.

MENTAL HEALTH CRISIS
RESPONSE, SUPPORT &
ONGOING TREATMENT



Investments in expanding the SBPD Co-Response Units are a major step in the right direction, but there continues to be limited capacity for new client support within the Santa Barbara County Department of Behavioral Wellness.

AVAILABILITY OF
AFFORDABLE HOUSING



Several initiatives during the pandemic helped propel housing numbers countywide, but there remains limited options for property acquisition and development in the City of Santa Barbara beyond those already on the horizon.

WHAT DO WE PRIORITIZE MOVING FORWARD?

EXPANDING EMERGENCY
SHELTER BED CAPACITY



Transitioning from large, congregate sheltering settings to smaller, more tailored settings that can address unique needs of population and proximity to what is familiar

STRONGER COORDINATION
AMONG MENTAL HEALTH
PROVIDERS & EXPANDING
VOLUNTEER ENGAGEMENT



Facilitating multi-disciplinary, specialized teams to address behavioral health crises among unsheltered population and strengthening engagement of volunteers to have more presence in high-traffic areas

FLEXIBLE FUNDS FOR
HOMELESSNESS PREVENTION



Addressing gaps in available government funding to assist households in managing emergency situations and helping them to build self-sufficiency

THANK YOU!

- Santa Barbara City Council & City Staff
- ACT on Homelessness Collaborative Steering Committee
- Working Groups
- Regional Action Plans
- Neighborhood Navigation Centers
- Funders & Supporters



City Net



City Net

City of Santa Barbara

City Council Update - April, 12, 2022

- **Organization Overview**

- 501(c)(3) nonprofit
- Established in 2003 in Long Beach, CA
- Operating in five counties: Los Angeles, Orange, Riverside, Santa Barbara, San Diego

- **Scope of Services**

- 171 full-time employees (30+ open positions)
 - Santa Barbara - City 4.5, County 24.5
- ~\$21M annual budget
- Federal/State/County/City/Corporate contracts
- 260+ partnering agencies



- **Mission**

- Ending homelessness through transformative care and innovative housing solutions

- **Services**

- Street Outreach & Engagement
- Shelter Operation
- Housing (bridge, rapid-rehousing, permanent supportive)
- Housing Supportive Services
- COVID-19 Services
- Censuses / Point-in-Time Counts
- Police Diversion, Multi-Disciplinary Response Teams



City Net City Contract Timeline

Dates	Project	Funding
4/19 - 6/21	Homeless Emergency Aid Program (HEAP) Connect Home Project- In partnership with SBPD, Cottage Hospital and PATH focusing on the top 50 utilizers of services in the city of SB.	\$1.28M
1/21 - 12/21	Permanent Local Housing Allocation (PLHA) - city wide outreach and encampment response AND supportive services for those housed	\$330,000
6/21 - 3/22	Bridge Housing Project	\$480,000
7/21 - 1/22	Emergency Bridge Housing - Fire Response	\$2.3M
12/21 - 11/22	Neighborhood Navigation Centers (SB ACT) - agency connections	\$65,000
1/22 - 12/22	Permanent Local Housing Allocation (PLHA) - renewed for a second and final year	\$330,000



City Net County Contract Overlay

Dates	Project	Funding
1/22-6/22	Santa Barbara County Encampment Outreach - Outreach services to homeless encampments. 2 of 9 project staff serving South County	\$424,816
1/21-6/22	Santa Barbara County Street Outreach - In partnership with Cottage Hospital, provide street outreach services county wide. 2 of 9 project staff serving South County	\$806,142
1/21-6/22	Santa Barbara County Rapid Rehousing (RRH) - Housing Navigation Services (move in costs, etc). 1 Housing Navigator and 2 Housing Retention Case Managers serving South County (7 staff total)	\$950,763
8/21-6/22	Santa Barbara County RRH CA Dept Social Services (CDSS) - Housing Navigation Services for South County clients formerly placed in motels during the Covid-19 Pandemic. 1 Housing Navigator and 3 Housing Retention Case Managers serving South County (4 staff total)	\$772,384



City of Santa Barbara City Net Results

- **Overview**
 - Started April, 2019
- **Results**
 - 524 Enrollments in Case Management services
 - 238 Exits to local shelters
 - 22,209 Motel bed nights
 - **144 Permanent housing solutions!**



City of Santa Barbara Housing Authority

- **Overview**

- Provide onsite property management services at El Carrillo apartments (started June 1, 2021)
- Provide Supportive Services to clients who were previously homeless and residing at El Carrillo, Bradley Studios and Artisan Court Apartments (started September 1, 2021)

- **Goal**

- Provide intensive case management and life skills classes to the residents in order to promote long term housing stabilization.

- **2021 Outstanding Community Partner of the Year**



City Outreach Services (PLHA)

- **Overview**

- 4 staff. We respond to all city related calls and provide general presence on State Street, Waterfront, and East Side
- Team shifted to Emergency Bridge Project due to quick response priority

- **Results to Date (1/21-3/22)**

- City response calls - 320 dispatches
 - Individual in need - 145
 - Encampment - 175
- 49 clients enrolled in case management services



Street to Housing - Case Study

- **Santa Barbara Client**
 - Senior; 16 years on the streets
 - Averaged 6 emergency room visits per month
- **Street Outreach - 14 interactions (4/8/19 - 4/12/19)**
 - Build trust, address barriers to next steps & enroll as client
- **Case Management - 94 hours (4/12/19 - 7/22/19)**
 - “Document ready” process & partner agency connections
 - Bridge motel (3/31/20 - 5/22/20)
 - SB Housing Authority housing match!
- **Housing Stabilization Services - 61 hours (5/22/20 - 12/31/20)**
 - Moved into new place on May 22, 2020
 - Light case management continued past 2020 as needed



Street to Housing - Case Study

- **Summary**

- 13 months from first outreach contact referral to housing placement
- 14 local agencies worked together over this time frame
- 168+ times that City Net case managers met with him to work on his health and housing plans
- 83.3% decrease in emergency room usage as visits per month decreased from 6 to 1 after being housed
- 99.9% decrease in law enforcement contacts. 951 tracked interactions from 2014 to April 8, 2019 and only 2 after being temporarily and then permanently housed



Two Success Stories

- **Case #1 - “Joe Smith” and “Sara Jones”**
 - Couple was case managed from the streets, didn't qualify for motel projects, lost housing due to COVID
 - Continued engagement and case management lead to housing
 - Successfully housed and now serve on Board of SB ACT
- **Case #2 - “Rachel”**
 - Client met at SB ACT NNC and not interested in services, living alone in an unsafe, unsheltered environment
 - Continue interactions lead to enrollment, street exit and shelter stability at PATH, and employment at her dream job
 - Currently looking for housing



Learnings / Challenges

- **Street Level Case Management**
 - Case management from the streets is possible, just not ideal. Significantly more difficult for both client and agency
 - Early and ongoing engagement is critical
- **Motel Bridging**
 - It works. Low barrier models and harm-reduction principles are essential
 - While relatively expensive and allowing for only short term utilization, people that are deemed “service resistant” will utilize the non-congregate model of bridge housing
 - Limited availability and funding
- **Local Cities and County Partnerships are Essential**

