



## HOMELESSNESS ISSUES STANDING COMMITTEE MEETING

Wednesday, July 22, 2020

3:00 P.M.

130 Cremona Drive, Suite B  
Goleta, California

**This Virtual Meeting is held pursuant to Executive Order  
N-29-20 issued by Governor Gavin Newsom on March 17, 2020**

Mayor Paula Perotte  
Councilmember Stuart Kasdin  
Michelle Greene, City Manager  
Vyto Adomaitis, Neighborhood Services  
& Public Safety Director  
Claudia Dato, Principal Project Manager  
Dominique Samario, Management Analyst

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### **IMPORTANT NOTICE REGARDING JULY 22, 2020 HOMELESSNESS ISSUES STANDING COMMITTEE MEETING**

This meeting is being conducted utilizing teleconferencing and electronic means consistent with State of California Executive Order N-29-20 dated March 17, 2020, regarding the COVID-19 pandemic.

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#### **Public Participation**

If you wish to make a general public comment or to comment on a specific agenda item, the following methods are available:

**Distribution to the Homelessness Issues Standing Committee** - Submit your comment via email prior to 4 p.m. on the Monday prior to the Homelessness Issues Standing Committee meeting. Please submit your comment to the City Clerk at: [cityclerkgroup@cityofgoleta.org](mailto:cityclerkgroup@cityofgoleta.org). Your comment will be placed into the record and distributed appropriately.

Please register for Homelessness Issues Standing Committee Meeting on June 22, 2020 at 3:00 P.M. PDT at:

**ELECTRONIC PARTICIPATION:** Join Meeting Electronically at:  
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You can also select the option to use your telephone, but you must use the Go To Webinar software to interact with the meeting. Select "Use Telephone" after joining the webinar in order to use your telephone. Oral comments during a meeting may be made by electronic participation only.

## **AGENDA**

- |      |   |              |
|------|---|--------------|
| I.   | Public Comment  | (10 minutes) |
| II.  | Update on City Efforts to Address Homeless Encampment Fires | (20 minutes) |
| III. | Discussion of Homelessness Strategic Plan Dedication        | (10 minutes) |
| IV.  | Review of Draft Homelessness Strategic Plan                 | (80 minutes) |
| V.   | Concluding Remarks  |              |

***Americans with Disabilities Act: In compliance with the ADA, if special assistance is needed to participate in a City Council meeting (including assisted listening devices), please contact the City Clerk's office at (805) 961-7505. Notification at least 72 hours prior to the meeting helps to ensure that reasonable arrangements can be made to provide accessibility to the meeting.***



## MEMORANDUM

DATE: July 17, 2020

TO: Homelessness Issues Standing Committee

FROM: Vyto Adomaitis, Neighborhood Services & Public Safety Director  
Claudia Dato, Principal Project Manager  
Dominique Samario, Management Analyst

SUBJECT: July 22, 2020 Homelessness Issues Standing Committee Meeting

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### **Item II. Update on City Efforts to Address Homeless Encampment Fires**

With recent encampment fires taking place along the UPRR/Highway 101 corridor, Staff would like to update the Homelessness Issues Standing Committee (Committee) on the City's efforts to address this serious issue.

The City created the UPRR/Highway 101 Corridor Safety Task Force over a year ago to increase interagency communication and plan actionable steps to keep the area clean and safe. The group has been meeting periodically and met again last week to address the current encampment situation in light of COVID-19 safety guidance. City NSPS staff are in close contact with outreach workers who make contact with homeless individuals living in encampments on a weekly basis and work to connect them with services. The City logs every complaint regarding a homeless encampment and subsequently sends an outreach worker to the location. Staff also works closely with law enforcement and our Sheriff's Community Resource Deputy (Deputy Ben Sandu) to increase activities in identifying and visiting homeless camps with the support services team to do everything they can to prevent future fires.

Moving forward, staff are equally concerned about this public health risk and are working with the City's partners in law enforcement, County Behavioral Wellness, Home for Good/AmeriCorps and Caltrans to address the situation given the pandemic. Because it is not recommended to move people out of the encampments without offering individual rooms due to the ongoing COVID-19 pandemic, the goals of the City's efforts are to reduce the fire load and fire hazards in the areas around the encampments and along the entire Highway 101/UPRR Railroad corridor through Goleta.

Moreover, Caltrans will be providing trash bags to law enforcement and the City's outreach partners for distribution to encampment residents for use in collecting their trash and debris, and then place their full trash bags along the freeway. Caltrans will pick up these bags on a

weekly basis. The goal here would be to reduce the amount of garbage/trash building up in these areas, thereby reducing the fuel load.

In addition, it is anticipated that Caltrans crews will be going through the corridor the week of July 27, starting with the section from Los Carneros to Fairview, and then onward towards Patterson Ave, to clear shrubs/bushes and dead vegetation and do tree trimming/thinning including raising up the tree canopies. The vegetation removal will both greatly reduce the fire load in the area and likelihood of a fire starting in the first place, and the new visibility through the corridor is expected to reduce the number of new encampments being established. Staff are awaiting confirmation from Caltrans that the work will begin as tentatively scheduled. Any updates received by the time of the Committee meeting will be shared at that time.

### **Item III. Dedication of Homelessness Strategic Plan**

During the creation of the Goleta Homelessness Strategic Plan, individuals experiencing homelessness who often lived in and near Goleta passed away. Staff would like to explore the idea of dedicating the Homelessness Strategic Plan to these individuals.

### **Item IV. Review of Homelessness Strategic Plan**

The City of Goleta prepared the Draft Homelessness Strategic Plan (Attachment 1) to help guide and coordinate efforts to prevent and address homelessness within the city of Goleta, while recognizing the regional nature of this issue. This first-ever City of Goleta Homelessness Strategic Plan seeks to provide a framework for addressing both the impacts of homelessness on the Goleta community and the well-being of Goleta's houseless residents.

Given the complex nature of the challenges of homelessness, a coordinated, integrated effort is needed. The challenge is bigger than any single public or private entity or local city acting on its own can surmount. The purpose of developing the Strategic Plan was to analyze the state of homelessness as it affects the city of Goleta, identify meaningful goals and objectives, provide guidance for funding priorities, leverage existing resources, and identify researched-based best practices in addressing homelessness.

The Strategic Plan also provides an analysis of trends and demographics in the Santa Barbara County and Goleta homeless populations using the most recent data available at the time of preparation. It assesses gaps within the system of care and identifies strategies to address those gaps in order to meet the needs of individuals and families experiencing or at risk for homelessness.

The Plan was developed after obtaining public input at two community workshops, discussions with a diverse group of service partners who were generous with their time and

input, and meetings with a multitude of the stakeholders and homeless advocates who's input informed the material incorporated herein. Stakeholder groups consisted of homeless service providers including a local shelter provider, the business community, the faith-based community, and public safety groups (County Sheriff's Department and County Fire). A list of contributors is in the Appendix.

The Plan's goals and objectives are focused on preventing homelessness, developing adequate support services and facilities for the populations experiencing homelessness, and improving on the on-going systemic response, including data sharing, collective planning and responding to public safety issues. They are categorized into Short-Term (1-2 years), Mid-Term (3-5 years) and Long-Term (6-10 years) implementation timeframes based on realistic factors such as cost and funding availability, entitlement process, staff resources or those of service providers, and time needed to organize the services and/or construct the facility.

Staff would like to point out that minimal changes have been made since Council last reviewed them. One of the more substantial additions is the inclusion of a new mid-term objective: "Investigate planting native brambles in riparian areas." Brambles are thorny shrubs or ground covers such as California blackberry or dewberry. Their presence is effective at dissuading individuals from setting up encampments within sensitive areas where water quality can be significantly degraded by the introduction of human waste and garbage. Staff proposes this as "Investigate" at this point because there is not time before the release of the HSP to consult relevant stakeholders such as U.S. Fish & Wildlife, State Fish & Game, County Flood Control and others who may have jurisdiction in these areas. In addition, Advanced Planning staff is currently working on a Creeks and Watershed Plan so we would want to ensure that future actions are consistent with that Plan.

While the Plan will be reviewed in its entirety during the Committee meeting, areas where staff would like specific feedback include the following:

- The addition of "Investigate planting native brambles in riparian areas" to the mid-term Goals and Objectives section.
- Whether the Plan should incorporate cost estimates for the various goals and objectives: Adding in estimated costs may be helpful for Council to base funding decisions and also support staff seeking grant opportunities. This would be challenging to compile in an accurate manner and costs will inevitably change over time, making estimates for the longer-term goals likely inaccurate. A discussion on the importance and/or need for this addition would be helpful for staff.

- Comments on the overall content and format of the Plan.

Staff also welcomes any other input the Committee has to offer on the format and flow of the document.

Subsequent to this meeting, staff will modify the Plan as appropriate to address and respond to the Committee's comments and will then take the Draft Plan and public comments to the full City Council. The Strategic Plan is tentatively scheduled to be presented to the City Council on August 18, 2020. After the Draft Plan is reviewed by Council and input is incorporated, it will be released for a 30-day public review period prior to adoption.

# GOLETA HOMELESSNESS STRATEGIC PLAN

A 10-Year Plan Addressing Homelessness  
in the Goleta Community

City of Goleta  
Department of Neighborhood Services  
and Public Safety

\*There will be a photo on the cover page. A discussion regarding image will take place during Homelessness Issues Standing Committee meeting.



# ACKNOWLEDGEMENTS

The City of Goleta would like to acknowledge the many people who made this Homelessness Strategic Plan possible. Community members, service providers, partner agencies, and staff who provided countless hours of input and support throughout the process. The City's homelessness team would like to particularly thank those experiencing homelessness who provided invaluable first-hand experience and input. This Plan cannot serve its purpose if it does not serve their needs.

Staff would like to thank the Goleta City Council for their support, guidance, and willingness to think creatively regarding ways to address homelessness in Goleta. Similarly, the support from the city manager and director of the Neighborhood Services and Public Safety Department were critical for staff to work collaboratively and think creatively while crafting the proposed goals.

## CITY COUNCIL

Mayor Paula Perotte  
 Councilmember Roger Aceves  
 Councilmember Stuart Kasdin  
 Councilmember James Kyriaco  
 Councilmember Kyle Richards

## HOMELESSNESS ISSUES STANDING COMMITTEE

Mayor Paula Perotte  
 Councilmember Stuart Kasdin

## CITY MANAGER

Michelle Greene

## DIRECTOR OF NEIGHBORHOOD SERVICES AND PUBLIC SAFETY

Vyto Adomaitis

## DEPARTMENT OF NEIGHBORHOOD SERVICES AND PUBLIC SAFETY

Claudia Dato  
 Dominique Samario



The City of Goleta would like to thank the following individuals and groups for their significant contributions:

### Partners and Community Members

Lieutenant Rich Brittingham, Chief of Police Services

Lieutenant Brian Thielst

Sergeant John Maxwell, Motors Unit Supervisor

Community Resource Deputy Dave Valadez

Community Resource Deputy Ben Sandu

Dr. Cherylynn Lee, Santa Barbara Sheriff's Office

Kimberlee Albers, County of Santa Barbara Housing and Community Development

Sara Grasso, County Behavioral Wellness

Emily Allen, Home for Good

Chuck Flacks, People Assisting the Homeless (PATH)

County of Santa Barbara Housing and Community Development Department

County of Santa Barbara Behavioral Wellness Department

Home for Good Santa Barbara County

Goleta Valley Community Center

United States Interagency Council on Homelessness

Santa Barbara Sheriff's Office

Survey respondents

All members of the community who took time to participate in this Plan

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## EXECUTIVE SUMMARY

The City of Goleta prepared this Homelessness Strategic Plan to help guide and coordinate efforts to prevent and address homelessness within the city, while recognizing the regional nature of this issue. Throughout California, the high cost of housing and low numbers of affordable housing units, coupled with stagnant incomes and lack of living-wage employment are increasingly affecting low-income households, placing them at risk for becoming homeless. In addition, the systemic reduction in funding for mental health programs, lack of comprehensive supportive services, and shortage of permanent supportive housing have led to increasing numbers of chronically homeless individuals.

Given the complex nature of the challenges of homelessness, a coordinated, integrated effort is needed. The challenge is bigger than any single public or private entity or local city acting on its own can surmount. The purpose of developing this Plan was to analyze the state of homelessness as it affects the city of Goleta, identify meaningful goals and objectives, provide guidance for funding priorities, leverage existing resources, and identify researched-based best practices in addressing homelessness.

This Strategic Plan also provides an analysis of trends and demographics in the Santa Barbara County and Goleta homeless populations using the most recent data available at the time of release. It assesses gaps within the system of care and identifies strategies to address those gaps in order to meet the needs of individuals and families experiencing or at risk for homelessness.

This report was developed after obtaining public input at two community workshops, multiple City Council and Council subcommittee meetings, discussions with a diverse group of service partners who were generous with their time and input, and meetings with a multitude of the stakeholders and homeless advocates whose input informed the material incorporated herein. Stakeholder groups consisted of homeless service providers including a local shelter provider, the business community, the faith-based community, and public safety groups (County Sheriff's Department and County Fire). A list of contributors is in the Appendix.

Goals and objectives are focused on preventing homelessness, developing adequate support services and facilities for the populations experiencing homelessness, and improving the ongoing systemic response, including data sharing and collective planning. They are categorized into Short-Term (1-2 years), Mid-Term (3-5 years) and Long-Term (6-10 years) implementation timeframes based on realistic factors such as cost and funding availability, entitlement process, staff resources or those of service providers, and time needed to organize the services and/or construct the facility.

## INTRODUCTION

Over the past several years, the City of Goleta has worked collaboratively with the County of Santa Barbara and others on a number of efforts to address homelessness on a regional scale. These include the *10-Year Plan to End Chronic Homelessness*, the Central Coast Collaborative on Homelessness (C3H) and its Goleta Outreach team, the Continuum of Care, HOME Consortium, and the Coordinated Entry System. These efforts have led to expanded formal and informal cross-sector collaboration within the system of care and diversity of offerings.

Unfortunately, despite significant progress in setting up structures and systems and a more robust provider network on a regional basis, these efforts do not directly prevent the growth or reduce the impact of homelessness within the city of Goleta, predominantly because few services exist within the city relative to homelessness, and funding to date has been limited. Local officials, service providers and faith-based leaders have all expressed a desire for a more coordinated effort within the City to identify the needs and proposed strategies for addressing these needs. The City of Goleta has developed this Strategic Plan to increase efforts to prevent and alleviate homelessness within the city, to guide discretionary funding opportunities and decision-making, and to provide needed services to people experiencing homelessness. The negative effects of homelessness warrant compassionate, effective strategies for houseless individuals, as well as solutions that address public health and safety concerns surrounding the homeless, among these being encampment fires, damage to environmentally sensitive habitats, and degradation of water quality from encampments located in local creek beds.

This first-ever City of Goleta Homelessness Strategic Plan seeks to provide a framework for addressing both the impacts of homelessness on the Goleta community and the well-being of Goleta's houseless residents. The document first provides background on who is experiencing homelessness in Goleta. It then reviews the strategic planning process and current work being done to support people experiencing homelessness in Goleta. Finally, the Plan discusses short-, mid-, and long-term goals and indicators of success as this effort continues in the coming years.

The act of completing a strategic plan acknowledges that the work to create change will not happen immediately. Yet, the City of Goleta believes that not only does the creation of this Plan provide the foundation for most efficiently and effectively working with Goleta's houseless residents, it firmly establishes our belief that there is a need to create change.

## CHARACTERISTICS OF HOMELESSNESS IN GOLETA

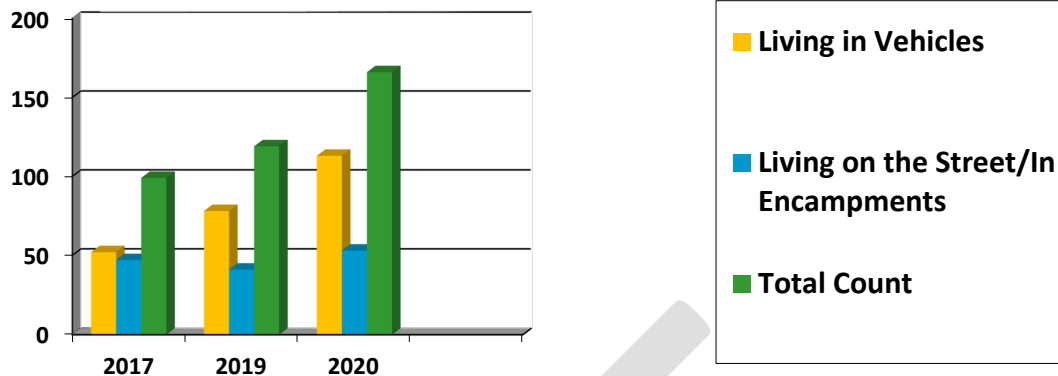
There are a variety of ways to characterize homelessness and quantify it for policy consideration. This is complicated by the fact that various government entities at the federal and state level use inconsistent definitions of homelessness. The federal Department of Housing and Urban Development (HUD) defines homelessness relatively narrowly: people are only homeless when they are sleeping in an emergency housing program, or when they are literally sleeping outdoors (e.g., sleeping in a car, or a tent, or on the street, or in a vacant building). There are some limited exceptions; for example, a person who has been evicted and who can demonstrate that they will not be able to find an alternate residence may be able to qualify as homeless. For the most part, though, the federal definition of "homelessness" means something more than just housing insecurity: it means that a person is routinely exposed to the elements and/or cut off from basic utilities like electricity, plumbing, and running water.

All homelessness service providers who receive federal funding from HUD must count the number of people they serve who are homeless according to the narrower HUD definition. The HUD definition also applies to the annual Point-in-Time (PIT) Count, a mandatory census that helps local communities estimate how many people are experiencing homelessness on any given night within their geographic borders. Because these federally sponsored activities yield one of the most complete and reliable sources of statistical data, this Strategic Plan consistently uses the federal definition of homelessness when indicating the number of people in various demographics who are experiencing homelessness. Yet, the Plan also acknowledges that there is a wider range of circumstances that must be considered to successfully address homelessness in the Goleta community.

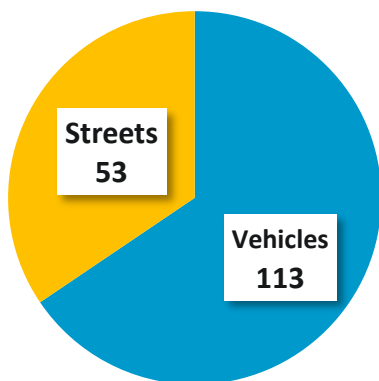
### OVERVIEW OF HOMELESSNESS IN GOLETA

The overall number of people experiencing homelessness (sheltered and unsheltered) in Santa Barbara County has remained relatively consistent since the 2013 PIT Count (1,882 in 2013 vs. 1,897 in 2020). Unfortunately, long-term data is not available for the City of Goleta because prior to the 2017 PIT Count, data for the City was aggregated with the community of Isla Vista (93117 zip code). At the time this Strategic Plan was completed, finalized PIT Count reports were available for 2017 and 2019 (there was no PIT Count done in 2018). Preliminary data was available for the PIT Count done in January 2020. The below graph includes data for the total PIT Count and a breakdown of unsheltered people living in vehicles versus on the streets or in encampments.

## Point in Time (PIT) Count Data for City of Goleta



### 2020 PIT Count: 166 Unsheltered Persons Counted



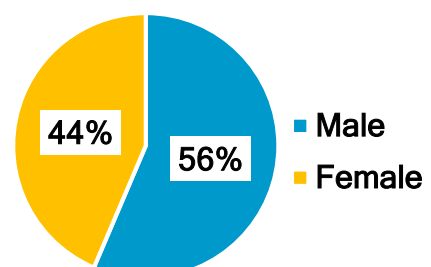
As noted, prior to 2017, City of Goleta PIT Count data was congregated with the community of Isla Vista's, and specific numbers for the City were not available. In addition, the PIT Count was formerly conducted every other year and is now conducted annually. As the bar graph shows, the total count for Goleta has risen from 99 in 2017, to 119 in 2019, to 166 in 2020, and the number of people living in vehicles has more than doubled during this time. From 2019 to 2020 alone, the overall number of people experiencing homelessness jumped 39%. Furthermore, while the Countywide percentage of people living in their vehicles was 51%, in Goleta the number was much higher - 68%. The 2020 PIT also revealed that of the 113 vehicle dwellers, 102 reside in cars and only 11 are in self-contained RVs.

## DEMOGRAPHICS OF PERSONS EXPERIENCING HOMELESSNESS

### Point-in-Time (PIT) Count Data

In addition to the information provided above, the annual Point-in-Time (PIT) Count provides some demographic data for people experiencing homelessness in Santa Barbara County, as well as some limited data specific to the city of Goleta. Except where indicated, the following data is from the 2019 PIT Count. Countywide, the gender breakdown is 39% female, 60% male, and 1% transgender/non-binary. In Goleta, 85% of the street population is male. For persons living in vehicles, the population is more closely divided along gender lines with 56% male and 44% female.

### Gender of Vehicular Population



With regard to disabling conditions, many homeless individuals possess one or more that can present barriers to housing. Of the Goleta population, 37% suffer from a chronic health condition, 34% have a brain injury or mental health problem, 31% have a physical disability and 26% have a substance abuse problem. Some of these issues are co-occurring. For example, some individuals suffer from both a mental health and a substance abuse disorder.

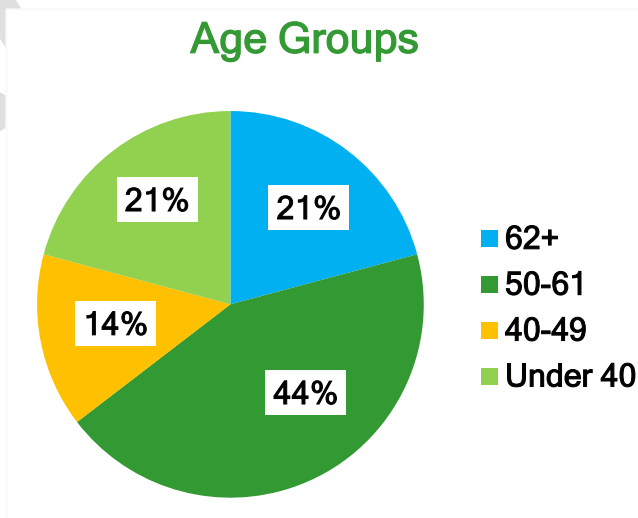
There are a few disturbing trends from the 2020 PIT Count data. Based on initial information received from the County of Santa Barbara on the 2020 PIT Count, the number of persons experiencing chronic homelessness has increased by 45%, the number of veterans experiencing homelessness has increased by 83%, and the number of unsheltered persons living in a vehicle went up 31%.

### Coordinated Entry System (CES)

Coordinated Entry System (CES) is an evaluation process used to determine which type of housing intervention best matches the needs of individuals experiencing homelessness, whether that means connecting them to community resources or referring them to different housing programs. This process standardizes access for clients and coordinates program referrals across all providers in the system. CES is a countywide system overseen by the County of Santa Barbara that engages and connects individuals and families experiencing homelessness to the optimal resources for their needs. Typically, those with the greatest need are prioritized. Currently there is no CES physical location or “entry” point in Goleta; however, there is an entry point in Isla Vista, and people in the Goleta area may be entered into the system through street outreach by Home for Good, Santa Barbara County Behavioral Wellness and others.

Based on CES data provided by the County of Santa Barbara and Home for Good, there are currently 55 people from Goleta in the CES database. Of these, 45 (82%) are male and 10 individuals (18%) are female.

As shown in the graph, of those in the CES database, people age 50 and over make up 65% of Goleta’s homeless population.



Of those under age 40, minors make up approximately 13% of the population, while youth age 18-24 are 5%. Persons over age 24 are 82% of the homeless population. In Goleta, the average age of a person experiencing homelessness is 52, considerably older than the average age in other communities such as the city of Santa Barbara.

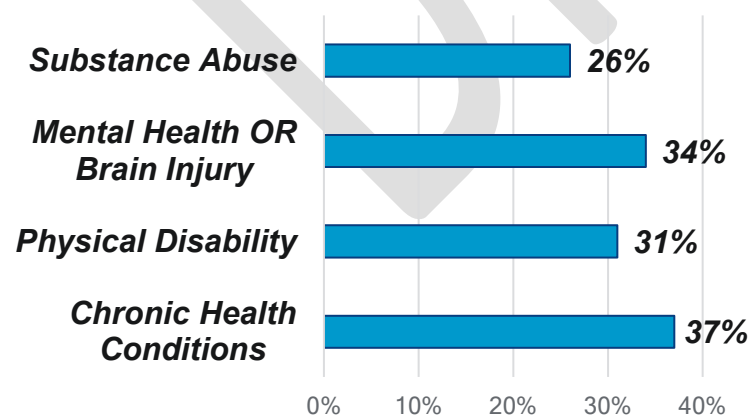
With regard to race, those entering the system are overwhelmingly white or Caucasian, at nearly 84% (46 of 55 people). African Americans or Blacks are second most prevalent, at just over 9% (5 individuals), followed by American Indian or Alaska Native and Multi-racial each at nearly 2% (1 person each). Data was not collected on two individuals. Approximately 15% of the above individuals also identified themselves as Hispanic or Latino (8 people).

### Homeless Management Information System (HMIS)

Many providers offering housing and/or services to people experiencing homelessness track their data in the Homeless Management Information System (HMIS). HMIS is an electronic database that uses federally defined factors to store data on clients' demographics. Every time someone enters or exits a homeless service program, and whenever a household stays in a program for a year, the person/household is interviewed to determine where they are currently living; their current income from employment and/or other benefits; whether the person/household has health insurance; and what disabilities and conditions contribute to their vulnerability. In addition, the household is asked to share the following information:

- Their residential history
- Their race
- Their gender
- Their history of domestic violence
- Their age
- Their veteran status
- Other demographic markers

### **% of Persons with Assessments in Goleta**



Any data collected is stored on secure servers and only appropriately trained staff with clearance may access and use it. The data is used for the purpose of helping people receive services and housing placement.

In the years leading up to this Plan, the percentage of programs participating in HMIS had significantly increased due to a combination of enhanced regulatory requirements and an increased interest in evaluating and

monitoring performance. As far as regulatory requirements, more programs are now required to enter data into HMIS in order to receive government funding. In addition, many programs are voluntarily entering data into HMIS in order to share their data with other agencies and benefit from a common approach to data management.



Augmenting the CES data, some Goleta-specific HMIS data is available. According to HMIS, the average length of time a person has been experiencing homelessness is 73 months and 73% are chronically homeless. Two veterans are among those interviewed. More than 43% stated that emotional, physical or sexual trauma caused their current episode of homelessness. In addition to trauma, many of Goleta's houseless individuals suffer from some type of disabling condition as further detailed in the chart above.

### County Behavioral Wellness

One of the City's partners in the service and care of the local homeless population is the Santa Barbara County Department of Behavioral Wellness Department (BeWell). In particular, the BeWell Homeless Services Division performs outreach to the homeless population living on the streets and encampments, both Countywide and in Goleta. For context, an excerpt of BeWell's Homeless Services Program Goals and Guidelines is provided below:

*The Department of Behavioral Wellness's Homeless Services Program provides outreach, engagement, and short-term treatment to individuals experiencing homelessness or at risk of homelessness and serious mental illness and/or co-occurring disorders, in Santa Barbara County.*

*Outreach and Engagement Services are delivered to the community at-large, special population groups, human service agencies, and to unserved or underserved homeless individuals. These services aim to enhance the mental health of the general population, prevent the onset of mental health problems in individuals and communities, and assist those persons experiencing distress.*

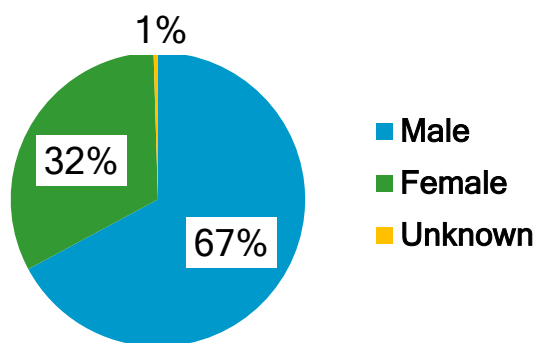
*Behavioral Wellness Homeless Services coordinates their operations through case management conferences, referrals for service, and coordinated multi-agency team outreach. We collaborate with various different community-based organizations and public service agencies to ensure the needs of our homeless beneficiaries are being met. This requires having an in depth understanding of the unserved/underserved population's service needs, utilizing engagement strategies which are specifically tailored towards this unique sub-population, and requires working strategically with other Behavioral Wellness outpatient treatment teams and community-based agencies to ensure linkage to long term care and mainstream resources.*

*Additionally, clinicians working with the Homeless Services Program conduct comprehensive clinical assessments, provide case management and facilitate short-term treatment. Comprehensive clinical assessments are conducted by a Licensed Professional of the Healing Arts (LPHA) to determine medical necessity for specialty mental health services and severity of functional impairment. In field assessments are conducted in order to remove barriers to accessing treatment and often serve to expedite service connection and delivery. Case management support stabilizes an individual by addressing the various, often complex day to day needs, long term problems related to homelessness, untreated mental health conditions and/or substance use disorders. Short term treatment services may also include a referral for psychiatry, medication management, rehabilitation, housing retention assistance,*

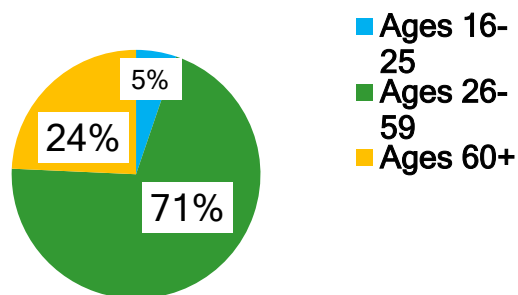
*employment and education support. When clients present with ongoing service needs necessitating linkage to a long-term care provider, the team's clinicians focus on the pursuit of the least restrictive level of treatment in order to maintain community placement and progress in achieving expressed goals.*

BeWell Homeless Services outreach is organized into three geographical areas: North County, South County and West County (Lompoc). Goleta lies within the South County service area. BeWell provided the City with data on individuals experiencing homelessness who were successfully connected to mental health services and were actively enrolled with their program. These are clients who consented to participate in mental health services and met medical necessity for specialty mental health services. After conducting outreach to these individuals, the BeWell team was able to successfully engage these individuals in mental health services and treatment. The BeWell program is designed to be short term (typically 6 months) after which the individual is linked to a higher level of care or referred to a mental health provider in the community. As depicted in the chart below, approximately 67% of the individuals are male and 33% female.

**South County BeWell Homeless Clients - Gender**

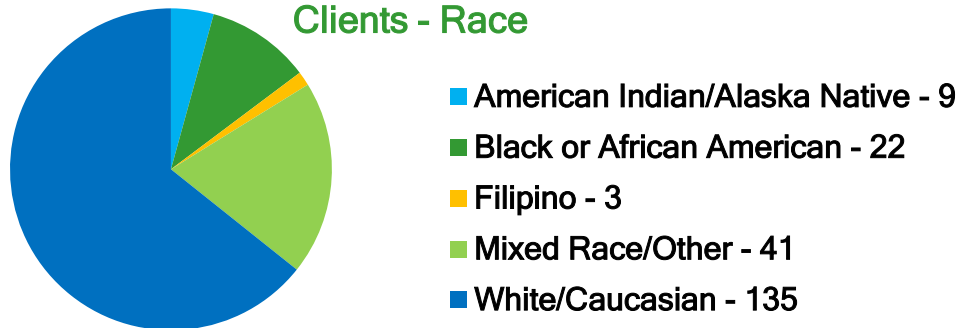


**South County BeWell Homeless Clients - Age**

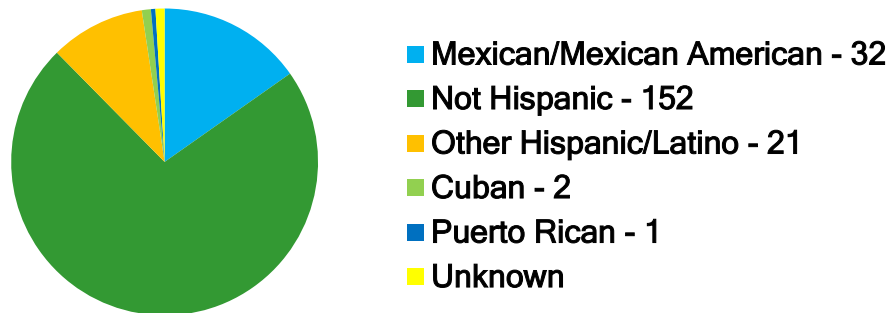


The vast majority of clients are within the age range of 26-59 (approximately 70%), while youth aged 16-25 make up only 5% of the population served. Seniors age 60 and over round out the total with just over 24% of those served.

### South County BeWell Homeless Clients - Race



### South County BeWell Homeless Clients - Ethnicity



Regarding race and ethnicity, most homeless individuals being served by BeWell are white/Caucasian (nearly 64%) and non-Hispanic (just over 72%). Approximately 18% of people receiving services are of mixed race. The next largest racial category consists of African American or black individuals, at just over 10%. Alaskan Natives and Native Americans are about 4% of the individuals assisted in South County. Finally, approximately 15% of those served are Hispanic.

For the 210 homeless individuals in the BeWell program, the average number of services each person received in the 15-month period from 01/01/2019 to 03/31/2020 is 15. For those starting the program on 01/01/2019, their average length of admission was 111 days.

#### City of Goleta Survey

Another data source that provides greater insight into the population of people experiencing homelessness in Goleta is a survey created by City staff for this HSP and implemented by City staff and other partners serving the homeless population. Nearly 50 surveys were obtained from individuals currently experiencing homelessness, predominantly those living on the streets and in cars/RVs. Of those staff spoke with up to the publishing of this Strategic Plan, over 83% said they were Goleta residents (currently residing in Goleta). Many of the others reside in Isla Vista where some of the surveys were completed. Approximately 22% have lived in Goleta between one and three years, 12% have lived here for 4-5 years, and

56% have lived in Goleta for more than five years. Only 10% have lived in Goleta for less than a year. To the question of where people were living when they became homeless, 28% were Goleta residents when they became homeless, while 22% were residents of the City of Santa Barbara. Another 15% were living in other areas of Santa Barbara County, 13% in another area of California, and 22% were living outside of California.

When asked where they normally sleep, 41% responded “In a tent or other outdoor camp;” 55% said they were living in a car or RV; 5% indicated they were currently sleeping at a homeless shelter; and 5% said they were “couch surfing.” In some cases, respondents put down two answers (e.g. in a tent and on a friend’s couch) meaning they fluctuate between the two, resulting in a total percentage that exceeds 100%. When asked if they would be willing to stay in a shelter, 27.5% said yes. For the other 72.5% of respondents who said no, a follow-up question was asked as to “why?” These responses are included in the table below. Also included below is feedback on the type of facilities people would utilize if available in Goleta.

#### What Prevents You from Wanting to Stay in a Shelter?

Things that prevent people from staying in a shelter:	% Response
I like having my own space.	59%
I don't want to be away from my possessions (i.e. lack of storage)	26%
I don't like dorm-style living arrangements	24%
They don't allow pets	18%
They are too far away	12%
No transportation	12%
Shelters are too far from my services/job	3%
Other (common responses: too many rules/regulations, too many drugs, they take your food stamps, bad atmosphere)	44%

#### Would you use any of the below facilities if they were available in Goleta?

Facilities people would use if in Goleta:	% Response
Free storage unit for belongings	81%
Day center (place to rest during the day, do laundry, a take shower)	74%
Permanent Supportive Housing (private unit w/supportive services)	68%
Warming Center (Nighttime shelter on cold/rainy nights in winter)	47%
Emergency Shelter	36%
Group Home	28%
Sobering Center (24-hour place to stay to rest and recuperate)	15%
Other (common responses: supervised campground, daytime parking, more safe parking spaces, laundry services, shelter with private rooms, free meals)	30%

When asked if there was anything else that respondents wanted to share about homelessness in the Goleta community, some of the most common responses were:

- Need more affordable housing
- More free showers and meals
- Need warming centers year-round with a higher temperature threshold
- Need more work experience, employment assistance
- Want a place to be without being harassed or kicked out
- Better treatment by law enforcement
- Lack of education/ignorance about houseless community

While this does not capture the characteristics of the whole of the homeless population in Goleta—each person has their own unique story and journey—it provides a good overview of the population as we know it.

## BEST PRACTICES

In order to successfully make progress in caring for and safely housing Goleta’s homeless residents, it is essential that staff consider best practices in this field. According to the Canadian Homelessness Research Network, a best practice is “an intervention, method or technique that has consistently been proven effective through the most rigorous scientific research (especially conducted by independent researchers) and which has been replicated across several cases or examples.” To be a best practice, the method, technique or intervention must produce better results than other approaches. It must also be possible to adapt the program with success in other situations or contexts and/or be scalable to a systems-wide approach. In other words, there must be a significant body of evidence that supports saying that the practice is a general example of something that works well and can be applied on some scale to Goleta’s needs.

The following models have researched-back support and have informed the City’s Homelessness Strategic Plan goals:

- **Housing First:** The Housing First strategy provides people without homes with safe and secure housing with few or any preconditions and includes needed supportive services with that housing as a critical component to the model. Housing First improves housing retention. Housing First reduces arrests and jail nights and also reduces emergency room and detox visits.
- **Rapid Rehousing:** The Rapid Rehousing approach is designed to help homeless individuals and families entering the emergency shelter and transitional housing system to quickly exit homelessness and return to permanent housing. This assistance is typically in the form of temporary rental assistance and case management to stabilize and maintain their housing once it has been established. Rapid re-housing not

only moves people experiencing homelessness into housing, it also helps them retain it. As a result, they are more capable of addressing other challenges (e.g. obtaining employment or addressing substance use), in order to become self-sufficient. People who receive rapid re-housing assistance are homeless for shorter periods of time than those who receive transitional housing or emergency shelter assistance.

- **Permanent Supportive Housing:** Permanent Supportive Housing is a variation of the Housing First strategy designed for people experiencing chronic homelessness or those leaving institutional and restrictive settings. It provides affordable housing in combination with an array of on-site services. Research has shown that permanent supportive housing can have other improved outcomes; for example, 23% fewer days in hospitals for individuals in permanent supportive programs, and over \$6,000 in annual savings per person compared to those who remained unhoused. It is also more cost effective than other housing models (e.g. transitional housing), and has better outcomes on average.
- **Coordinated Outreach Teams:** Coordinated Outreach Teams include service providers from various agencies who work in a coordinated manner to identify and engage with people experiencing chronic homelessness and link them to housing and services.
- **Client-Centered Approach:** This approach addresses unique needs of homeless individuals. This approach provides chronically homeless with all the services they need to stabilize. This approach is also known as the Wrap Around Services Model.
- **Workforce Development Programs:** Workforce development is needed to provide a wide variety of job development services for situationally homeless clients. Workforce development services should include, but are not be limited to, assessment of employment barriers, vocational/career counseling, job readiness training, job placement opportunities, computer training, life skills training, credit counseling, and budgeting. This type of program should be included in homelessness efforts to both prevent residents from becoming homeless due to lack of employment and to support people experiencing homelessness ready to enter the workforce.

In addition, programs that have been successful in other jurisdictions may serve as models for Goleta. The following case studies have informed Goleta's Plan and range of goals.

#### Environmental, Water Quality, and Clean Water Access Considerations:

A community's water quality and access to clean water for people experiencing homelessness is a critical environmental and health concern. In San Diego—where fecal bacteria in the San Diego River has exceeded State standards for many years—a study found the most cost-effective way to reduce fecal indicators was to focus on human waste through services for people experiencing homelessness. Similarly, many of Goleta's creeks are also impacted with fecal coliform bacteria above regulatory action levels. Some of these impacts are likely a result of homeless encampments (based on studies from other jurisdictions such

as San Diego and Santa Barbara). Additionally, in their *Goleta's Creeks and Watersheds-Opportunities for Enhancement and Restoration* Report, the Environmental Defense Council (EDC) identified homeless encampments as a primary source of trash in Goleta's creeks. The State Water Resources Control Board has recently issued increased and rigorous requirements of local jurisdictions, in order to prevent trash from entering creeks and watersheds (termed the "Trash Provision"). The implementation of these requirements is currently in progress over the next 10 years. Addressing the leading cause of trash and water quality impairment in Goleta's creeks by focusing on homeless encampments would greatly help to fulfill these rigorous requirements while helping those in need, in a way that alternative and costly trash solutions would not. Water access is seen as a public health issue with the primary need being for consumption and secondary access for sanitation.

Addressing the environmental and public health issues, including fire, risks to animal habitats, and health outbreaks provides benefits to both those experiencing homelessness and also the community. Considerations related to water access and water supply include that many people experiencing homelessness rely on public facilities to use the restroom. However, shelter restroom access is often closed during the day and public facilities are typically closed at night. This limits access to restrooms and clean water on a 24-hour basis. Services including restroom and mobile shower access have been proven successful and cost effective.

#### Downtown Streets Team:

Downtown Streets Team is a nonprofit model that creates benefit for both people experiencing homelessness and communities facing challenges caused by homelessness by providing positive work experiences, but also challenging them to take an active role in their own recovery. This takes the form of having the homeless volunteer with a "streets team" on beautification projects within their respective communities. In return, volunteers or "team members" receive necessities including a stipend, vital health services, and case management.

#### Panhandling Diversion Program:

City of Anaheim's program *Be the Change, Keep the Change* encourages people to donate to the nonprofit Anaheim Community Foundation which funds outreach efforts, including bus passes and hygiene kits used by social workers to begin conversations with the homeless; funds family reunification travel and other services. The general concept is for people to donate to this program rather than give money directly to individuals who might use the funds to purchase items that do not help the individual with basic needs, such as alcohol or drugs. This type of program was requested by some members of the business community when staff met with this stakeholder group. It has been used in some communities where panhandling is seen as a public nuisance and community perception is often negatively impacted by the act

of panhandling. It should be noted that in many cases, panhandlers are not individuals experiencing homelessness, but rather, people panhandling for other reasons. In some cases, they are individuals being trafficked. These situations may require other outreach and law enforcement efforts.

#### Reduction in Homelessness:

One example of a city that has greatly reduced the number of people experiencing homelessness is the City of Houston. The greater Houston area reduced its homeless population by over half from a peak in 2011 at 8,538 to 3,938 in 2019. Houston's change started with a Mayor and City Council who made ending homelessness a top priority. Houston attributes its success to its embrace of evidence-based, permanent solutions to homelessness and the development of a robust collaborative system of over 100 public and private organizations working together to coordinate resources and efforts, and continually update a data dashboard tracking client, program and system-level progress. Key to the success of sharing information and tracking client progress was the use of the regional Homeless Management Information System (HMIS) and the Coordinated Entry System (CES). Through regular case management and workgroup meetings between Houston's public/private collaborative, over half of Houston's homeless were systematically connected to permanent housing options and supportive service programs. It is important to note that because of its targeted focus on best-practice housing interventions and its resulting success, Houston was able to increase its annual HUD Continuum of Care Homeless Assistance funding from \$20 million in 2008 to \$38.2 million in 2018. That \$18 million increase in HUD funding only helped Houston further its endeavors to permanently reduce homelessness. Although a variety of factors contributed to Houston's success, the most important intervention was its focus and development of more permanent supportive housing, which provides long-term housing, with wrap-around social, behavioral, and health support-services tailored to each client's specific need.

#### Partnerships Between Law Enforcement and Homelessness Services Systems:

The United States Interagency Council on Homelessness released a report focusing on strengthening partnerships between law enforcement and homelessness service systems. In the brief, the authors note that as first responders, law enforcement officers are frequently dispatched to address situations involving homelessness-related health emergencies or public safety challenges. In many communities, law enforcement agencies can be one of the few, if not the only, public agencies in regular contact with people experiencing homelessness. Lack of access to regular care for mental and physical health conditions and substance use disorders among people who are unsheltered can lead to frequent 911 calls, driving emergency, medical, and police responses. Implementing model actions involving partnership between law enforcement and homelessness service providers can create coordinated strategies for responding. Agencies can acknowledge the unique roles each



provider plays in order to find common ground. Strategies included in the report support collaborative efforts to better understand each other and to address unsheltered homelessness, while reducing related contact with law enforcement. The following strategies should be considered in an effective approach: Developing shared goals, clearly define roles, and engaging other critical stakeholders; using data to understand needs and assess progress; aligning laws and ordinances to support the goals of the partnership; equipping law enforcement officers and their homelessness services system counterparts with protocols and training; and diverting people from the criminal justice system while supporting long-term stabilization.

#### Whole Person Care:

Marin County's Whole Person Care Pilot Program addresses the specific needs of people who are chronically homeless. The vision of the Whole Person Care program is to build a sustainable, evidence-based, outcomes-focused coordinated system of care across health and social sectors to more efficiently and effectively serve the most vulnerable people experiencing homelessness. By working directly with the Coordinated Entry System and the various service providers in the community through weekly meetings and partnerships, the efficacy of their efforts to house chronically homeless individuals increased substantially.

#### Public Education, Information and Outreach Campaigns:

Successes of outreach and community engagement campaigns, such as Santa Clara County's Destination Home website and reports, highlight the importance of supplying the community with clear and engaging information. Providing facts and data clearly and consistently has been shown to help community members and officials support effective policies when addressing homelessness.

Olympia, Washington prioritized community engagement by identifying and promoting opportunities for organizations and individuals to contribute to priority homeless response needs or projects; developing a central web page that links potential donors and volunteers with local organizations; and reporting regularly to the community about what is being done and progress being made. They also focused on education, which is essential for successful outcomes between government and community members. Educational campaigns focused on the causes of homelessness and ensuring people understand homelessness and adverse behaviors are often separate issues have proven effective. In addition, the city increased government and social service interaction with neighborhoods to share information, with the goal to build trust, identify solutions, and leverage resources. Finally, Olympia's Plan also provides opportunities for housed and unhoused community members to talk to and learn from each other, and identifies ways public and private sectors can address homelessness in partnership.

## STRATEGIC PLANNING PROCESS

The City of Goleta Homelessness Strategic Plan is the result of a community-based process that took place from October 2018 through March 2020. The planning process began in November 2018, when the City co-sponsored a homelessness community meeting led by the County of Santa Barbara and Home for Good at Goleta City Hall. Home for Good is the lead agency in Santa Barbara County's Coordinated Entry System, a countywide system that connects individuals and families experiencing homelessness to resources that meet their needs. This meeting was held in the Goleta City Council Chambers and was intended to help identify gaps and strategies to address unmet needs. Staff members from the Neighborhood Services & Public Safety Department (NSPS) and the Assistant City Manager attended the meeting on behalf of the City. Also in attendance were nine residents and sixty-six people representing thirty-five unique agencies. Twenty people submitted written comments.

Following that initial meeting, the City undertook the following work efforts towards the development of this Homelessness Strategic Plan:

- Regularly attending regional meetings on homelessness
- Gathering background data particular to Goleta, including Point-in-Time data, Coordinated Entry System data, and law enforcement calls-for-service data
- Conducted meetings with stakeholders:
  - New Beginnings Counseling Center (regarding its Safe Parking Program)
  - Home for Good Santa Barbara County (the lead agency for the County's Coordinated Entry System)
  - Freedom Warming Centers (places for people experiencing homelessness to shelter during inclement weather over the winter months)
  - Showers of Blessings (provides showers to homeless individuals using portable shower trailers taken to various sites on a weekly basis)
  - People Assisting the Homeless (PATH) including a tour of its homeless shelter
  - The local business community
  - The faith-based community and area churches
  - Local homeless services providers
  - Santa Barbara Municipal Airport
  - Santa Barbara County public safety personnel (Sheriff's and Fire Departments)

Participation by the general public included staff interviews with community advocates for the homeless, public workshops and opportunities for the public to share input at City Council meetings. NSPS staff organized a Community Open House on Homelessness at the Goleta Valley Community Center that was



Participants gather at the Homelessness Open House

held on December 11, 2019. This event was a unique opportunity for the community to interact on a one-on-one basis with City staff and homelessness service providers, as well as provide ideas and input on homelessness in our community. Organizations participating included: Peoples' Self-Help Housing, Isla Vista Youth Projects, New Beginnings Safe Parking Program, People Assisting the Homeless (PATH), Showers of Blessing, Santa Barbara County Sheriff's Department, Santa Barbara County Behavioral Wellness, Santa Barbara County Housing and Community Development, Housing Authority of Santa Barbara County, National Alliance on Mental Illness (NAMI) Southern Santa Barbara County, EqualiTech, and Home for Good. Approximately 150 people attended the Open House. In addition to members of the general public, City staff and service providers were able to speak with a number of current and former houseless individuals.



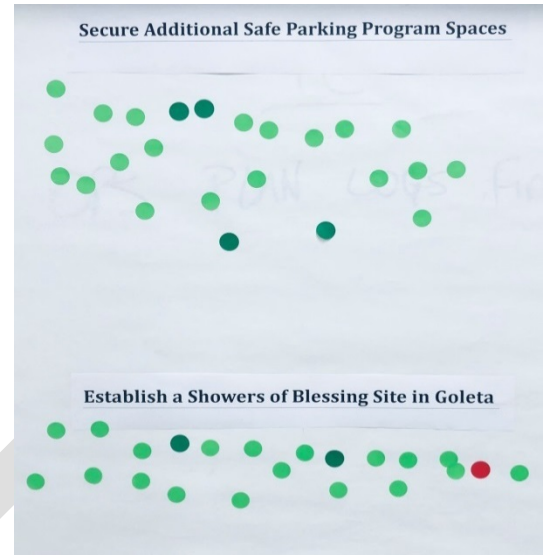
A community member fills out the Community Homelessness Strategic Plan Survey

In addition to in-person interaction, in late November 2019, NSPS staff developed two surveys on homelessness, one directed at members of the general public as another method to garner input from the community, and a second one directed at current or former houseless individuals as one means of obtaining their feedback on matters including their priority needs, obstacles to obtaining shelter or housing and other concerns. These surveys were released online in the first week on the City's main website, and on a new homelessness webpage created by City staff

found at: [www.tinyurl.com/GoletaHomelessnessPlan](http://www.tinyurl.com/GoletaHomelessnessPlan). The survey was publicized in news releases, the City's various social media outlets, by direct distribution to stakeholders and interested parties, and at the City's first public meeting for the Homelessness Strategic Plan. To date, the City has received more than 435 survey responses from the general public, including two completed in Spanish.

To receive feedback from area houseless residents, NSPS staff went to various sites in Goleta and Isla Vista to speak directly with houseless individuals and get their input on the surveys. This included attending free hot shower events with Showers of Blessings, and free hot meal servings (lunch or dinner) on several occasions over a three-month period. Given these efforts and those of partner agencies serving the homeless, nearly 50 surveys were completed from area houseless individuals. Data and feedback from these surveys are presented in the Plan section *Characteristics of Homelessness in Goleta*.

A second community meeting on the Strategic Plan was held on February 19, 2020, at the Goleta Valley Community Center. At this meeting, staff presented an update on the strategic planning process and took feedback on potential goals and implementation actions as well as other public comments. Staff also conducted a “dot” exercise which involved placing large post-it sheets around the room with potential goals and action items listed individually on each sheet. Participants were given green and red dots and asked to indicate their acceptance or support of these using the green dots, or their opposition using the red dots. Participants were also provided with comment sheets to submit more extensive comments. Approximately 50 attended this meeting.



Community responses received during the community update and input session

### Community Survey Results

Of those taking the community-based survey, 83% were residents of Goleta, nearly 10% were Goleta business owners, 48% were Goleta property owners, 36% work in Goleta, nearly 6% were students, and 16% were other interested parties. Over 74% of respondents feel homelessness is one of the most critical issues within the City of Goleta. The most prominent concerns of respondents about homelessness in Goleta are identified in the table below:

#### Concerns about Homeless Situation in Goleta

Concern	% Response
Safety*	66%
Trespassing	66%
Well-being of those experiencing homelessness	61%
Lack of affordable housing/housing for those in need	55%
Panhandling	46%
Increase in crime	44%
Impact on businesses	38%
Access to food and water for those living in Goleta	27%
Other (common responses: trash, human waste, fire safety, need for mental health and substance abuse services/treatment, environmental impacts)	22%

\*No definition provided for “safety” but could include cleanup concerns; aggressive panhandling; erratic behavior; sobriety and mental illness; trespassing; disease, vermin, needles, sanitation, and human waste

### What Services Would You Be Willing to Support?

Services Willing to Support	% Response
Case Management/Outreach Services	64%
Job Training	61%
Safe Parking Spaces	54%
Transitional Housing	53%
Warming Center	51%
Permanent Supportive Housing	44%
Homeless Shelter	43%
Day Center	39%
Rental Assistance	36%
Group Housing	33%
Other (common responses: mental health/substance abuse treatment, relocation/family reunification assistance)	22%

As demonstrated by the summary of responses in the above table, the majority of respondents are supportive of case management/outreach efforts, job training, additional Safe Parking spaces for those living in cars/RVs, transitional housing, and a Warming Center.

In regard to what people perceive to be the primary causes of homelessness, most people believe mental health issues (90%) and substance abuse (89%) are the foremost causes. The full range of response is detailed in the table below:

### What Do You Believe Are the Primary Causes of Homelessness?

Causes	% Response
Mental Health Issues	90%
Drug/Alcohol Addiction	89%
Lack of Affordable Housing	51%
Job Loss	46%
Lack of a Living Wage	44%
Trauma/Domestic Violence	42%
Lack of Family Support	39%
Physical Disability	34%
Incarceration	30%
Medical Bills	28%
Lack of Education	17%
Other (common responses: lifestyle choice, veterans with PTSD, poor decision-making, lack of resources)	15%

Another question in the community survey asked whether homelessness had touched the respondent's life or the life of someone they love. Of those completing the survey, 23 had at

one time or another been homeless themselves, and another 25 had family members who were or had experienced homelessness at one time or another.

In terms of the signs or outward impacts of homelessness in the community, the majority of respondents to the survey indicated they had observed homeless encampments and/or panhandlers in various locations around town. However, one caveat related to panhandling is that not all panhandlers are houseless individuals, although people often assume that is the case. Other observations are noted in the table below.

### What Signs of Homelessness Are You Seeing in the Community?

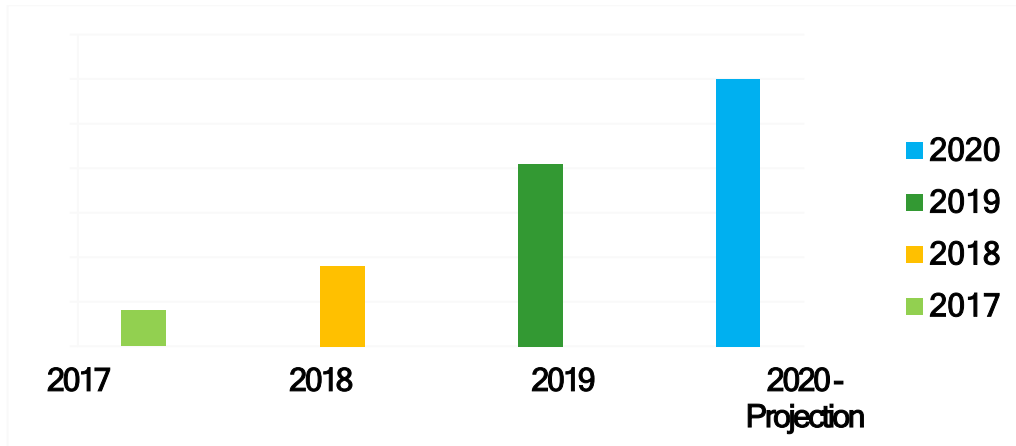
Signs of Homelessness Observed	% Response
Encampments, People camping in Parks/Open Space	61%
People Panhandling	40%
People with Possessions in Shopping Carts/Abandoned Carts	14%
People Living in Cars/Recreational Vehicles	9%
Evidence of Drug Use (drug needles or drug use in public)	3%
Other (common responses: people wandering the streets with possessions, apparent mental illness, etc., people loitering in shopping centers, people seeking warmth/shelter at the library, people sleeping on sidewalks/by buildings)	32%

The survey revealed that most people's intersection with homelessness in Goleta is their observation of a homeless encampment or a panhandler.

#### City Assist Program

The above responses regarding signs of homelessness observed, and the negative connotations it invokes in many people, are supported by calls and online entries to Goleta's "City Assist" program. City Assist is an online system that allows citizens to register problems, complaints or concerns for response or resolution by City staff. Common requests or complaints include abandoned vehicles, graffiti, and homeless encampments. Other complaints related to homelessness include reports of people living in vehicles, often oversized vehicles, which have certain restrictions in the City of Goleta. Staff compiled the below data on City Assist "complaints" about homeless encampments over the past three calendar years and the first quarter of 2020.

### City Assist Reports of Homeless Encampments



As revealed in the chart above, the number of reports of homeless encampments to the City Assist program has increased dramatically over the past three years, going from 8 in 2017, to 41 in 2019. Based on the 2020 first quarter data (15), it appeared as though the number of reports for 2020 was going to be approximately 60 as shown in the above graph. However, with the onset of the COVID-19 pandemic and Centers for Disease Control (CDC) guidance not to displace residents from encampments, the City has seen an increase in the number of complaints, whether they be through the City Assist system or via email to staff and elected officials. While there is no way to know if the increase in encampment reports is due to a greater number of encampments or more community members being aware of and utilizing City Assist more, the information is still a helpful data point to assess the impact homelessness has on Goleta residents.

#### Remaining Steps in Strategic Planning Process

Initial review of this Draft Plan was conducted by the City Council's Standing Committee on Homelessness and/or the City Council. After review of the Draft Plan, it was released for a public review period, after which the City Council will take final action to adopt the Strategic Plan with or without revisions. Normally, hard copies of a document such as this would have been made available at City Hall, the Goleta Community Center and the Goleta Public Library. However, because these facilities were not open to the public during the review period as a result of the COVID-19 coronavirus emergency, the Draft Strategic Plan was made available online on the City's website. Outreach for the availability of the draft Plan was conducted by publishing a notice in the *Santa Barbara Independent*, posting information on the City's main website page, by direct email to interested parties and members of the public

who attended prior meetings (who provided their email addresses), and through various social media outlets, including Facebook, Twitter, and Instagram.

After the public review period on the Draft Strategic Plan, public comments and City Council feedback/direction were incorporated into the Final Homelessness Strategic Plan.

DRAFT



# CURRENT COMMUNITY-BASED SERVICES, INTERVENTIONS, AND ON-GOING EFFORTS

This section discusses the array of services available for Goleta's homeless population. Many homeless services providers are physically located in the City of Santa Barbara or other areas of Santa Barbara County. The lack of comprehensive services within the City of Goleta is discussed under the subheading of Service Gaps. Those few services available within or adjacent to Goleta are covered in the next subsection.

## AREA PUBLIC SERVICES FOR THE HOMELESS

Although Santa Barbara County has many non-profit organizations serving the houseless population, few services are directly performed within the City limits of Goleta.

### Showers of Blessing

For the past few years, the Interfaith Initiative of Santa Barbara County has operated the Showers of Blessing program throughout South Santa Barbara County. Showers of Blessings provides showers to homeless individuals in the Goleta/Isla Vista area at two locations weekly using portable shower trailers, including a two-stall ADA accessible unit. In addition to the showers, the program provides a freshly laundered towel and washcloth, a pair of new cotton socks, a pair of new underwear, hygiene items, toiletries and limited emergency clothing. At each site, program volunteers also provide companionship, conversation and connect people with other homeless service providers. These services are entirely free and access is unconditional to all people who are homeless. A free, often hot meal is provided before or after the showering times. While there is no site currently within the Goleta City limits, it has at times operated at the Goleta Valley Community Center. Currently, the Showers of Blessing has a site in the unincorporated area of Goleta, located on property that happens to be outside, but adjacent to the City limits. This site is St. Athanasius Church on Hollister Avenue. Another site that serves homeless individuals from Goleta is St. Michael's University Church in Isla Vista. Both of these sites provide either lunch or dinner, depending on the showering times.

By providing basic hygiene to the houseless population, a person's sense of dignity is often restored. Now in the age of the novel coronavirus, a person's ability to shower and clean themselves has taken on even more importance both to keep the individual as well as those around them from potentially being infected. Essentially, good hygiene in the homeless population helps maintain the public health of the community.

### Safe Parking Program

The Safe Parking Program was developed by New Beginnings Counseling Center. The Program provides case management and outreach to the homeless and safe overnight parking to individuals and families living in their vehicles. New Beginnings has operated the Safe Parking Program since 2004 in cooperation with numerous local churches, governmental and non-profit agencies and businesses. The Safe Parking Program provides confidential, daily-monitored parking places for those who are living in their vehicles because they do not have sufficient income to provide for their basic need of affordable housing.

The program currently manages 134 spaces in 24 parking lots throughout the cities of Santa Barbara and Goleta, and the neighboring unincorporated areas of the county. The owners of each of these lots have entered into a written agreement with New Beginnings Counseling Center which has indemnified them against any liability. Since the program's inception in 2004, there have been no major incidents or damage to any of the participating lots or neighborhoods.

The Safe Parking Program also connects people experiencing chronic homelessness to shelters and services that will get them off the streets and into safer environments. Program staff also distributes more than 450 pounds of food each month and offer a rapid re-housing component that provides case management to transition program participants into permanent housing and employment.

Through the program, New Beginnings offers job tutoring, resume preparation and facilitates outside agency connections as needed to help participants gain employment or obtain government benefits. On a case-by-case basis, New Beginnings writes grants on behalf of clients to help them obtain cash assistance to pay for medical and dental expenses, and other costly, but life-changing assistance. The Safe Parking Program has been heralded as a national model for this type of service.

For the past few years, the Program has operated three sites with a total of 19 spaces in the Goleta area. New Beginnings prefers to keep the site locations confidential for the privacy and protection of individuals in the Program. Both New Beginnings and the City recognize more needs to be done for the vehicular population as there is currently a large waiting list for spaces. City staff has been working in earnest over the past year to develop new relationships, particularly with the faith-based community, in an effort to expand the number of sites and spaces in the Goleta area.

As a result of stepped up efforts to respond to the COVID-19 coronavirus emergency, the City recently entered into an agreement for the use of two City-owned sites, including two

additional recreational vehicle (RV) spaces and 15 automobile spaces. Where needed, portable restrooms have also been provided to serve vehicle dwellers and others. Normally Safe Parking Program sites are only available to participants nightly from 7:00 p.m. to 7:00 a.m. However, with the COVID-19 emergency and related “stay-at-home” statewide orders, use of many lots has been expanded to include daytime hours, effectively making them available to participants 24/7. This encourages people to stay in one place, an important component of a pandemic response.

### Free Food and Meal Programs

Meal programs in the Goleta area are limited. As noted above, meals are provided in association with the Showers of Blessings program. For the Goleta area, this includes St. Athanasius Church on Hollister Avenue in Goleta (though outside city limits), and St. Michael’s University Church in Isla Vista. Both of these sites provide either lunch or dinner, depending on the showering times. The faith-based community also serves hot lunches to the homeless at People’s Park in Isla Vista every Tuesday. This Tuesday lunch program is run entirely by volunteers, with different churches or faith-based groups sponsoring and preparing the meal each week. Typically, these lunches serve 30-40 people experiencing homelessness.

In addition to these meal programs, the Foodbank of Santa Barbara County has distribution of free groceries and produce at various “SAFE Food Net Distribution” sites throughout the County. While not available on a daily basis, sites in Goleta offer food pick up on multiple days each week.

### Homeless Shelters

Although there are presently no homeless shelters located in the City of Goleta, it is worth mentioning that for the past several years, the City of Goleta has contracted with either the Salvation Army or People Assisting the Homeless (PATH) for reservation of two shelter beds for people from the Goleta area who are experiencing homelessness. Information about these shelters is provided below:

#### PATH Santa Barbara:

- 100 year-Round Shelter Beds for individuals and families; up to 230 beds allowed during winter months when inclement weather occurs.
- Services are directed at individuals and veterans, and include meal provisions, employment assistance, outreach, housing navigation, interim housing, rapid rehousing and case management.
- Sobriety is not required. Residents are prohibited from doing drugs and drinking alcohol while on site.

#### Salvation Army Hospitality House:

- 69-bed Homeless Shelter for Men and Women; 24 of these beds are designated for a County Drug Detox Residential and Withdrawal Management Program, leaving 45 for the general homeless population
- 85% average occupancy
- Services include food, shelter, transportation and employment assistance.
- Occupancy requires abstinence from drugs and alcohol, and urinalysis testing for drug use is conducted both randomly and when there is suspected use.

Initially the City of Goleta contracted with the Salvation Army for two beds at the Hospitality House. However, after two years with no utilization of those beds, it became evident that the strict regulations related to sobriety were a barrier, especially for Goleta's homeless population. Last year the City moved its bed reservation agreement to PATH which is a low-barrier shelter provider. This means they organization does not try not to put barriers in place so people in need of shelter do not want to utilize the space. The City and its community partners are working to increase utilization of these beds and beds are only paid for through the City's contract when filled by a referral.

## INTERVENTION AND OUTREACH

Outreach is an essential component of addressing the issue of homelessness. It involves reaching out to individuals and families experiencing homelessness, connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. Effective outreach includes engagement, case management, emergency health and mental health services, transportation, and services for special populations.

### Coordinated Entry System

Homeless housing and service providers in Santa Barbara County have a long tradition of coordinating their operations through case management conferences, referrals, and partnership agreements. The goal of this cooperation has been to ensure that people experiencing homelessness have access to the most appropriate resources for their needs, and that, to the greatest extent possible, relevant information about each household's history was available to all of the agencies providing housing or services.

In 2017, the Santa Maria/Santa Barbara County Continuum of Care (CoC) facilitated the development and implementation of a new Coordinated Entry System (CES) to better identify and track clients as they move through the system of care, minimizing the inefficiency and trauma associated with re-interviewing clients as they repeatedly attempt to enter a program. The new CES, managed by Home for Good Santa Barbara County, is administered by the United Way of Northern Santa Barbara County (NSBC) and is discussed in greater detail below.

The CES covers the CoC's entire geography, including the Goleta, and matches people to services and housing based on their preferences and level of need. Administered assessments are culturally and linguistically competent to ensure fair and equal access, and inclusive to subpopulations, including people experiencing chronic homelessness, Veterans, families, youth, seniors, persons with disabilities, and survivors of domestic violence. All CES materials have a phone number and website prominently listed on them. The CES also has information on the website and on promotional materials that has been translated into Spanish.

Today, there are eight Regional Entry Points in the CES, and the CES is the primary way for people experiencing homelessness to find assistance. Regional Entry Points have walk-in hours, and walk-in appointments are on a first-come, first-served basis. As mentioned elsewhere, there is currently no Regional Entry Point within the City of Goleta; however, Outreach Teams will go to where the client is if they cannot get to a Regional Entry Point.

#### [Home for Good and AmeriCorps](#)

As described above, the CES team is staffed and managed by Home for Good. The CES Team works to assess emergent needs, develop trust and, when able, conduct the Coordinated Entry assessment. The CES Team has partnered with Santa Barbara County Department of Behavioral Wellness to ensure that they have access to staff that can appropriately respond to people with mental health needs. Home for Good Santa Barbara County has also partnered with AmeriCorps, a program of the United Way Northern Santa Barbara County (NSBC) which is administered by California Volunteers and is sponsored by the Corporation for National and Community Service. AmeriCorps Members serve with the United Way and in agencies that help veterans and people experiencing homelessness obtain housing, employment, provide assistance to the formerly homeless and connect them to other mainstream services to increase self-sufficiency. Home for Good and AmeriCorps have teams of outreach workers who go out into the field to connect with people experiencing homelessness in the community, particularly those living on the streets and in encampments. Successful outreach includes building relationships and trust with people. Often the first encounter starts with the outreach workers addressing basic needs. Handing out new socks, underwear, soap and/or toiletries helps outreach workers start relationship building.

Especially during emergencies, such as the COVID-19 pandemic, outreach becomes even more important because established regional service locations and Coordinated Entry System (CES) Points (locations for intakes) may be closed. Outreach (i.e. meeting people where they are) is then the best way to connect people with information and the services they may need. There are 20+ regular outreaches that happen in Santa Barbara County, and outreach teams routinely reach out to persons in Goleta who may be experiencing

homelessness. These outreaches are covered by Home for Good staff and AmeriCorps Members. The Coordinated Outreach Teams, as they are known, are able to assess emergent needs, develop trust (as noted above) and, when able, conduct the Coordinated Entry assessment.

### Behavioral Wellness

The Coordinated Entry Team has also partnered with Santa Barbara County Department of Behavioral Wellness (BeWell) to ensure that they have access to staff that can appropriately respond to people with mental health, behavioral wellness and co-occurring substance abuse needs. BeWell has its own division for Homeless Services Assertive Community Treatment (ACT) and the department provides a broad spectrum of essential services to people who are experiencing homelessness and/or who are at-risk of chronic homelessness. These services aim to assist those persons experiencing distress who are not reached by traditional mental health treatment services to obtain a more adaptive level of functioning. BeWell works closely with the local Continuum of Care, local emergency and transitional shelters, and other agencies serving those experiencing homelessness or at risk of homelessness in our community.

In 2018, a Supervisor of Homeless Services position was created to help reduce and end homelessness, and coordinate outreach efforts with United Way Home for Good and AmeriCorps. The United Way of Northern Santa Barbara County provides four full-time equivalent (FTE) AmeriCorps members to serve with BeWell, thereby allowing for the expansion of homeless outreach services. The expansion of these services, through the inclusion of the AmeriCorps members, enhanced the ability of BeWell's mental health system to respond to the long-term needs of persons with severe mental illness who are homeless or at risk of homelessness, and who are not receiving adequate mental health services. This partnership has also enabled the mental health system to more efficiently connect those experiencing homelessness to Santa Barbara County's Continuum of Care (CoC) and facilitate their enrollment in the County's Coordinated Entry System (CES).

Beginning in January 2018, BeWell became a partner with the Continuum of Care (CoC) in the newly launched Coordinated Entry System which bolstered its engagement and outreach services. As a participating agency, BeWell serves as a member of the CoC's Coordinated Entry Committee and has committed to assess and refer eligible clients for services using a low barrier methodology (VI-SPDAT: Vulnerability Index Service Prioritization Decision Assistance Tool) through the Coordinated Entry System. Outreach team members administer the survey to standardize and expedite the process by which people experiencing homelessness, or who are at risk of homelessness, access housing and homeless resources. Trained BeWell staff conduct outreach to places such as homeless encampments in Goleta, thereby serving as field entry points to the CES, where they conduct VI-SPDAT

assessments. Through partnership with the United Way and AmeriCorps team members, BeWell has been better able to ensure that there is adequate geographic and population coverage in each region of the county. BeWell staff members working in homeless outreach services have been very responsive to City staff's requests for outreach to local encampments and other needs.

### Law Enforcement

Until July 2018, the Sheriff's Department did not track whether a call for service involved a person experiencing homelessness. Since that time, deputies collect this data when performing calls. As a result, records show that approximately 1,000 calls annually for the City of Goleta involve a "transient" individual or person experiencing homelessness.

#### **Sheriff's Department Calls for Service Involving Person Experiencing Homelessness**

<b>Year</b>	<b>Total Calls</b>	<b>Arrests Made*</b>
<b>2018 (July-Dec)</b>	<b>537</b>	<b>162</b>
<b>2019</b>	<b>1,034</b>	<b>283</b>
<b>2020 (1<sup>st</sup> Quarter)</b>	<b>236</b>	<b>71</b>

\*Note: An arrest does not always mean a physical arrest where someone is handcuffed and taken to jail. The Sheriff's Department indicated that sometimes issuance of a citation is logged as an arrest because the officer had the discretion to either arrest the person or issue them a citation (in the case of shoplifting as an example). There is no way to differentiate how many of these arrests were citations versus physical arrest at this time.

Over the last 40 years, changes in mental health laws, closing of mental health facilities and new law enforcement policies have brought law enforcement officers into ever increasing contacts with people who suffer from mental illness. Local Santa Barbara County Law Enforcement officials have estimated that anywhere from 15- 55% of all calls for service involve some type of contact with a mentally ill subject. As staff learned from the section *Characteristics of Homelessness in Goleta*, approximately 34% of people experiencing homelessness have some sort of mental health disorder or brain injury. Given the numbers, there are frequently intersects between law enforcement calls for service, people experiencing homelessness, and people with mental illness.

### Crisis Intervention Teams (CIT)

The Santa Barbara County Sheriff Department's Behavioral Sciences Unit (BSU) was formed to oversee cases involving mental illness, to develop a Crisis Intervention Team (CIT) and to build community partnerships to help adopt restorative justice principles to divert individuals from the criminal justice system and into treatment. Too often people are arrested for infractions which may be better treated by mental health professionals (e.g. disorderly conduct, drinking in public, being under the influence of a controlled substance, etc.). However, the lack of mental health crisis services across the U.S. has resulted in law enforcement officers having to serve as first responders in most crises.

In 2015, the BSU launched the CIT Co-Response Pilot project which involves a specially trained deputy and a mental health clinician from county Behavioral Wellness being paired together to respond to mental health crises. The Crisis Intervention Team (CIT) program is an innovative, community-based approach to improve the outcomes of these encounters. CIT programs create connections between law enforcement, mental health providers, hospital emergency services and individuals with mental illness and their families. Through collaborative community partnerships and intensive training, CIT programs improve communication, identify mental health resources for those in crisis and ensure officer and community safety. CIT programs help keep people with mental illness out of jail and *in or into* treatment. Diversion programs like CIT reduce arrests of people with mental illness while simultaneously increasing the likelihood that individuals will receive mental health services. Since 2015, CIT has responded to a total of 325 calls for service in the Goleta area, 48 of these (approximately 15%) involved a person experiencing homelessness.

Overall, policing within the City of Goleta aims to focus on the needs of individuals and families experiencing homelessness by connecting them to community resources for treatment and services to promote housing and stability rather than simply focusing on unnecessary involvement in the criminal justice system. The City's Community Resource Deputy, contracted through the Sheriff's Department, has played a key role in working with the City's population of people experiencing homelessness and connecting them to resources whenever possible.

## ON-GOING EFFORTS

The City of Goleta is involved in a number of on-going efforts to address homelessness in the community and in the surrounding region. These include staff participation in various regional meetings, workshops and trainings on topics related to homelessness. Most regularly, the City has attended the Elected Leaders Forum to Address Homelessness, and both Board



Meetings and Committee Meetings of the area's Continuum of Care (discussed in further detail below). At a more local level, on March 17, 2020 the City Council established the Homelessness Issues Standing Committee to facilitate prompt consideration of issues relating to homelessness and provide recommendations to the full City Council regarding any associated actions. These efforts are discussed in greater detail below.

### CA-603 Santa Maria/Santa Barbara County Continuum of Care (CoC)

According to HUD, a CoC is "a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness." The geography of the Santa Maria/Santa Barbara County CoC encompasses the area within Santa Barbara County, including eight incorporated cities (Goleta included), and all unincorporated areas. The CoC is designed to do the following:

- a. Promote community-wide planning and strategic use of resources and programs targeted to people experiencing homelessness;
- b. Improve data collection and performance measurement; and
- c. Allow each community to tailor its Program to the particular strengths and challenges within that community.

Centralized and collaborative leadership of homeless services increases regional participation, service coordination and programmatic efficiencies, and enhances accountability of program delivery, supporting a community-wide commitment to end and prevent homelessness in all parts of the region. The CoC must broadly represent the public and private homeless service sectors, including homeless client interests. Individuals and representatives from relevant organizations can participate in the CoC by attending a regularly scheduled CoC meeting, requesting to be added to the Membership Roster, and committing to participate in the work of the CoC to achieve stated purposes and goals. Relevant organizations may include: nonprofit homeless assistance providers; victim service providers; faith-based organizations; local governments; businesses; advocates; public housing agencies; school districts; social service providers; mental health agencies; hospitals; universities; affordable housing developers; law enforcement; organizations serving Veterans; and homeless or formerly homeless individuals.

The membership commitment may include, but is not limited to participation in the following:

- a. Attending CoC meetings;
- b. Reporting to/seeking input from Member's constituencies on key issues and strategies;
- c. Remaining informed of and communicating needs and gaps;
- d. Remaining informed of local, state, federal, and private proposals for funding;
- e. Contributing to informed dialogue on action undertaken by the group;
- f. Serving on a CoC Standing Committee;
- g. Participating in administration of the biennial Point in Time (PIT) Count;

- h. Sharing aggregate outcome and performance data on the successes and challenges of people who are experiencing or have experienced homelessness;
- i. Engaging in the regular review of data to ensure that high levels of data quality and completeness are maintained;
- j. Providing input in the development of strategies and action plans to reduce and end homelessness;
- k. Participating in advocacy and public education efforts.

Although City of Goleta staff have been attending both meetings of the CoC Board, as well as those of various CoC Committees, the City of Goleta has not been able to hold a voting position on the CoC Board because until recently, the Board Roster was limited to only a few local government representatives, namely the City of Santa Barbara, the City of Lompoc and the City of Santa Maria. On several occasions, City of Goleta staff brought up the importance of every city having representation on the CoC Board. In mid-2020, the CoC Board voted to expand its Roster to allow permanent representation from all the larger cities in the county, including the City of Goleta. The City of Goleta will nominate a staff representative from the Neighborhood Services and Public Safety Department to fill this role on a continuous basis.

#### Establishment of Homelessness Issues Standing Committee

Recognizing the number of initiatives, programs, problems and upcoming implementation of the Homelessness Strategic Plan all relating to “homelessness” issues within the City of Goleta, in March 2020 the City Council formed a new Standing Committee on Homelessness Issues. As the City has established itself as a regional partner on homelessness issues, there will continue to be opportunities related to addressing homelessness that will necessitate prompt consideration and recommendations from the Council’s Standing Committee before staff brings these items to the full City Council for consideration and decision-making on critical community issues. Given how important homelessness issues are locally, it will be imperative that staff and the new Council Standing Committee have the ability to vet sensitive concepts collaboratively prior to crafting final recommendations for the full City Council. It is also expected that the newly formed Homelessness Issues Standing Committee will consider future funding opportunities related to homeless services or projects, including potentially the award of City grant funding for recommendations to City Council.

The Standing Committee began its first official duties with review of the Draft Homelessness Strategic Plan. The Committee may also consider future implementation actions and the expected volume of initiatives that are intersecting on “homelessness” issues, both locally and regionally. With the anticipated adoption of the Homelessness Strategic Plan by City Council in late summer or early fall 2020, there will be clear and organized policy guidance for staff and the Committee. The Committee is staffed by employees of the Neighborhood Services and Public Safety Department.

### Union Pacific Railway Highway 101 Corridor Safety Task Force and Encampment Clean-Up Efforts

In May 2019, a regional task force was organized by City staff which came to be known as the [Union Pacific Railroad] UPRR/Highway 101 Corridor Safety Task Force. Besides staff from the Neighborhood Services and Public Safety Department, the Task Force informally includes representatives from UPRR, Caltrans, California Highway Patrol, Santa Barbara County Fire Department and Public Works Department, City of Santa Barbara Police Department, Santa Barbara County Department of Behavioral Wellness (BeWell), Santa Barbara County Housing and Community Development, District Attorney's Office, Santa Barbara County Sheriff's Department, Santa Barbara Council of Governments (SBCAG) and others.

In addition to providing a forum for sharing information about homelessness issues pertaining to the UPRR/Highway 101 Corridor from Western Goleta to Santa Barbara, the Task Force is specifically focused on the topic of improving the safety of the corridor which includes dealing with the on-going presence of encampments along the railroad tracks. The presence of encampments within both the railroad corridor and Highway 101 (Caltrans) right-of-way presents a number of safety concerns ranging from the physical danger of people walking, sleeping and "residing" near train tracks and a busy highway, but also in terms of the growing accumulation of human waste, trash and other debris, and the risk of vegetation fires ignited in homeless encampments.

The danger was underscored by a June 2019 Grand Jury Report on *Railway Fatalities in Santa Barbara County*. The Grand Jury looked at a four-year period from 2015 through 2018. During that time, 20 railroad-related fatal accidents occurred along the 109-mile County railroad corridor. Nearly all of the fatalities were the result of pedestrian trespassing on the right-of-way owned by Union Pacific Railroad (UPRR) and used by both UPRR and Amtrak. The Jury found that nearly half of the pedestrian trespasser fatalities (9 out of 20) were classified as transient/homeless persons by the Coroner. The Jury found that a vast majority of fatalities occurred in two relatively small stretches of track: from Ortega Hill in Summerland to Milpas Street in the City of Santa Barbara (High Fatality Zone 1 or HFZ1) and from Patterson Avenue to Glen Annie Road in Goleta (HFZ2). The Jury concluded that improving railroad safety measures in the County will require collaboration between all stakeholders, and a program to:

- Mend existing fences and erect new ones;
- Remove overgrown foliage in the right-of-way area;
- Improve security patrols; and
- Increase surveillance to monitor pedestrian trespassing and transient/homeless encampments.

In part in recognition of the Grand Jury Report and in part due to observations from law enforcement and citizen concerns, the City coordinated a large scale homeless encampment cleanup in September 2019 which included advance outreach by law enforcement and Behavioral Wellness outreach workers, and cleanup by UPRR and Caltrans crews using MarBorg 40-yard roll-off containers provided by the City of Goleta. Encampment residents were given ample notice, and offered services and shelter beds. In total, twelve 40-yard containers were filled with trash, waste and other debris left by encampment residents. Caltrans also did significant vegetation pruning and removal in key areas. Despite this massive undertaking and efforts by Caltrans to patch/repair fencing along the corridor, it did not take long for encampments to be re-established. The City of Goleta had planned on organizing another clean-up of encampments in the spring of 2020. However, with the onset of the COVID-19 coronavirus pandemic, these plans have been put on hold because the Center for Disease Control (CDC) guidance that encampments not be cleared during the pandemic. While the safety of people living in encampments, public safety and clean-up staff, and the community at large are critical considerations during times of public health crisis, significant public health and safety risks may also be taken into consideration.

Once the pandemic has ended and it is safer to move people into other housing options or locations, it is recommended that the following process be implemented:

- a. Develop, adhere to and communicate transparent criteria for determining if and when camps must be removed, and consistent step-by-step procedures for removing encampments.
- b. Minimize re-traumatizing residents during camp removal.
- c. Ensure people in encampments are engaged by organizations that provide shelters, transitional and rapid rehousing options.
- d. Provide ample advance warning, and consistent communication and procedures so people have an opportunity to relocate their belongings.
- e. Provide additional secure storage space so people can protect belongings.
- f. Coordinate with UPRR and Caltrans to facilitate management, clean-up, vegetation removal and property clearing.
- g. For encampments located in creek or riparian areas, on a case-by-case basis, follow-up encampment clean-up with planting of native brambles to discourage repopulation of the area, if allowed by U.S. Fish and Wildlife, County Flood Control and other entities with jurisdiction over these areas.

## SERVICE GAPS

Even with the broad array of services being provided to people experiencing homelessness in the Goleta area, there are many gaps in the services being provided and few progressive approaches taking place in the area. The following service gaps have been identified throughout the Homelessness Strategic Planning process, informed by regional agency service providers, national best practices, and input from people experiencing homelessness.

### Affordable Housing

The city of Goleta lacks affordable housing units and at the time the Plan was created, there were no additional units in line to be created. The City has, however, issued exempt Accessory Dwelling Units (ADUs) permits, which may qualify as affordable. Zoning regulations, new water connection limitations, lack of funding, and the need for community support make creating new affordable units challenging. Yet, this is the only long-term solution to fully addressing homelessness in Goleta. Models in other cities and progressive approaches such as tiny home communities can support the creation of affordable housing within Goleta, but it will take interagency flexibility, a substantial amount of funding and political will to implement.

### Coordinated Entry System Site in Goleta

As described previously in the Plan, the Coordinated Entry System is a starting point for linking people experiencing homelessness with the services they need. These sites are the entry point for regular case management, which is essential to effective outcomes. While there are more than 20 outreach and in-reach locations throughout Santa Barbara County for entry into the system, there are no stationary locations within the city of Goleta. CES teams in Goleta are dependent upon outreach and finding people where they are, which can be difficult. Having a regular CES site in the city would improve outreach workers' ability to most effectively connect with people experiencing homelessness in Goleta. City staff and Goleta's law enforcement team and the CES workers can also share data collection, analysis, management, and reporting to more efficiently work with people experiencing homelessness.

### Day Center

Providing services during the day to people experiencing homelessness supports their health and ability to seek employment and/or other services available to them. A day center in Goleta would help with this effort. Day centers provide a place for people access laundry, drinking water, restrooms, internet access, charging stations, food, and more. They are also staffed with outreach workers who can assist with securing benefits or other means of help. A day center can also serve multiple functions, filling a variety of gaps in service for Goleta. These can include a coordinated entry site, access to water and basic hygiene needs, storage of personal belongings, and meal access.

### Low-Barrier Navigation Center (Emergency Shelter)

There is no emergency shelter in Goleta. City staff and law enforcement have often been told by individuals that they do not want to accept shelter since they would need to travel to Santa Barbara to accept shelter space. There are logistical challenges and territorial issues, among other things, that make the lack of local shelter a hindrance to sheltering individuals in Goleta. A low-barrier emergency shelter provides coordinated referrals to various resources for

people experiencing homelessness and provides for their basic need of a safe space to sleep and perform basic daily hygiene tasks. Eliminating “pre-conditions” to shelter entry, which could include criminal background checks, requiring identification, and alcohol and drug testing, ensure that most people in need are served. Shelter staff can help individuals who are chronically homeless to navigate the system of medical, behavioral, and social service assistance programs to move towards housing stability. The emergency shelter should be available 24 hours per day rather than closing during the day as is often seen in shelter models. This would provide access to restrooms, water, and other support services when they are needed throughout the day. It is important to note that low barrier does not mean low expectations from clientele. It speaks to meeting individuals where they are so they can begin navigating a path to supportive services and stable housing. Within the city of Goleta, emergency shelters housing up to 25 individuals for no more than 180 days a year are allowed as a permitted use in the BP Business Park, CG General Commercial and IG General Industrial zoning districts, and subject to a conditional use permit in the DR Regional Commercial zoning district.

### Permanent Supportive Housing

While there have been successful permanent supportive housing sites near Goleta in Isla Vista, there are none in the city of Goleta. Permanent supportive (or supported) housing combines rental or housing assistance with individualized, flexible and voluntary support services for people with high needs related to physical or mental health, developmental disabilities or substance use. They are typically rental apartments or single-family homes that provide individuals and families with a fixed street address and residence along with a set of supportive services and case management. The two critical elements of permanent supportive housing are the permanency of the housing option and also the immediate access to support services so residents continue on a path of stable living. Within the city of Goleta, permanent supportive housing is subject only to those standards and permit procedures as they apply to other residential dwellings of the same type (use) in the same zone or as allowed pursuant to State law. In other words, if the housing takes the form of multi-unit apartments, they would be permitted in the RP Planned Residential, RM Medium Density Residential, and the RH High Density Residential zoning districts as an allowed use, or with a conditional use permit if located in the CC Community Commercial or OT Old Town Commercial zoning districts. Whereas, if they took the form of Single-Room Occupancy (SRO) Housing, a conditional use permit would be required. Similar allowances exist for the Office and Industrial zoning districts.

### Safe Parking Spaces/Designated Camping Area

The New Beginnings Safe Parking program has been successfully implemented in Goleta since 2011. However, the number of spaces available for people living in their vehicles has not increased nearly as much as the number of vehicular homeless in Goleta. While there are

some zoning and noticing requirements related to Goleta's safe parking program, the greatest barrier is finding lot owners willing to allow the program to take place on their property overnight. In addition, in recent years there have also been similar models to the safe parking program, but for safe, regulated camp sites. In Olympia, Washington for instance, they operate a temporary safe camping site that includes basic hygiene services (portable toilets, potable water, garbage collection), on-site hosts, orderly set-up, and a code of conduct and safety protocols. Staff heard from many people experiencing homelessness that they would prefer this type of service versus emergency shelters (particularly dormitory style shelters) or living in illegal encampments, which present many hazards to residents and the community.

### Showers of Blessing Goleta Site

As previously discussed, the Showers of Blessing program provides access to free hot showers to people experiencing homelessness in South Santa Barbara County in order to promote health and restore dignity to the most vulnerable residents. At the time the Plan was written, on a weekly basis Showers of Blessing operated two sites in Santa Barbara, twice at a site in Isla Vista, and once in a site serving people experiencing homelessness in the Goleta area, but just outside of Goleta city limits. At each of these locations, participants can take a shower and are offered a meal, socks, underwear and used clothing. While the program does operate multiple times per week for three-hour sessions, an additional site serving people experiencing homelessness in Goleta could be added in order to increase access to hygiene services.

### Transitional Housing

Transitional housing provides stability for residents for a limited time period, usually two weeks to 24 months, to allow them to recover from a crisis such as homelessness or domestic violence before transitioning into permanent housing. Transitional housing often offers supportive services, which enable a person to transition to an independent living situation. There is no transitional housing in Goleta and this option is an important step on the continuum of care for people experiencing homelessness. Within the city of Goleta, transitional housing is subject only to those standards and permit procedures as they apply to other residential dwellings of the same type (use) in the same zone or as allowed pursuant to State law. In other words, if the housing takes the form of multi-unit apartments, they would be permitted in the RP Planned Residential, RM Medium Density Residential, and the RH High Density Residential zoning districts as an allowed use, or with a conditional use permit if located in the CC Community Commercial or OT Old Tow Commercial zoning districts. Whereas, if they took the form of Single-Room Occupancy (SRO) Housing or Group Residential Housing, a conditional use permit would be required in the RP, RM and RH districts. Similar allowances exist for the Office and Industrial zoning districts.

### Warming Center

Freedom Warming Centers operates 12 pop-up temporary warming center sites throughout Santa Barbara County when rain or very cold temperatures are forecasted. The program is very low barrier, allowing people to enter any time between 6 p.m. and 6 a.m. and pets are allowed. However, without a warming center in the city, it is not likely that people experiencing homelessness in Goleta have any additional protection from the elements in inclement weather since traveling distances is difficult for those without transportation or a safe place to store their belongings. Freedom Warming Centers partner with local nonprofits or churches to utilize spaces for the warming centers that would otherwise not be used during the overnight period. City staff have reached out to a limited number of local churches to inquire about a new warming center site; however, no new locations have expressed interest.

### Creek Restoration

Unsheltered individuals are often found in more remote locations adjacent to or within the city creeks. There are unassessed potential impacts to creeks that may lead to a decrease water quality such as an increase in fecal coliform bacteria and sedimentation (turbidity and total suspended solids); decrease in select wildlife species, and a decrease or shift in vegetation and aquatic species. The homeless population utilizing creeks corridors for shelter may also contribute to an increase in creek bank erosion, trash on the banks and within the creek, and a reduction in flood control capacity. The health and human hazard risks extend to those living in or adjacent to creeks as well as the health of the watershed and downstream water users.

### Meeting Other Needs

There are a variety of other services that would benefit people experiencing homelessness in Goleta. These include free or low-cost storage for their belongings, job training, a family reunification program, meal/food programs, 24/7 access to public restrooms and hydration stations, and additional trash receptacles located in key areas.



## GOALS AND OBJECTIVES

Based upon input received at the public meetings for the Homelessness Strategic Plan, feedback from various stakeholder meetings, and surveys from the community and people experiencing homelessness, City staff developed a range of goals and objectives to address homelessness in the community.

The issue of homelessness and how to address it has many complexities and a myriad of issues surrounding it. The tools for addressing these issues are plentiful, running the gamut from sock drives to permanent supportive housing. Some actions can be accomplished almost immediately, while others may take a few or several years to bring about.

The Strategic Plan includes three overarching goals broken down into time frames for implementation. Each goal then has a list of objectives that can serve as guides during implementation. The Goals and Objectives listed on the following page are structured to follow a span of short-term (1-2 years), mid-term (3-5 years), and long-term (5-10 years) goals. Specific strategies and greater details on the Objectives are found throughout the HSP. To help direct the reader to these discussions and details, page numbers have been provided following each objective. In a couple of instances, staff is still in the process of developing strategies for those objectives, indicated by the notation “Under development.”



## Goals and Implementation Objectives to Address Homelessness

### Short-Term Goal (1-2 Years):

*Increase Access to Safe Emergency Shelter and Critical Services*

- Continue to support on-going efforts to address homelessness in Santa Barbara County (p 35)
- Develop public education campaign on homelessness (p 19)
- Establish Warming Center in Goleta (p 42)
- Secure additional spaces for Safe Parking Program (p 28, 41)
- Revise Oversized Vehicle Ordinance (under development)
- Coordinated Entry System Location in Goleta (p 30, 39)
- Partner with local nonprofits and businesses to establish a Workforce Development/Training Program (p 16, 34)
- Work with faith-based community to establish a Showers of Blessing site in Goleta City limits (p 27, 41)

### Mid-Term Goal (3-5 Years):

*Provide Transitional Housing and Support Services; Prevention*

- New Emergency Shelter in Goleta or Isla Vista (p 40)
- Develop Panhandling Diversion Program (p 17)
- Develop Tiny Home Village or Designated Camping Area (p 41)
- Establish Transitional Housing Shelter or Units in Goleta (p 42)
- Establish a Day Center in Goleta (p 39)
- Establish storage facility/provide storage units for houseless residents (under development)
- Support emergency grant program to prevent homelessness (i.e. rental and/or deposit assistance) (p 48)
- Investigate planting native brambles in riparian areas (p 16)

### Long-Term Goal (6-10 Years):

*Increase Supply of Perm. Supportive Housing, Affordable Housing, and Basic Needs*

- Increase number of permanent supportive housing units within the Goleta city limits (page 16, 41)
- Increase supply of affordable housing (p 39)
- Work with County to establish permanent Crisis Intervention Team Program (p 34)
- Develop public restrooms with showers open 24/7; portable restrooms in key locations (under development)
- Pass a Living Wage Ordinance for Goleta (under development)
- Provide additional public trash cans and hydration stations available for use 24/7 (under development)

The above Goals and Objectives were presented to the public at a community meeting held on February 19, 2020 at the Goleta Valley Community Center. Approximately 50 community members and representatives from a variety of organizations attended and were asked to provide input on the prioritization of objectives to be included in the draft Plan. As discussed earlier in this Plan, community input is an essential component of the planning process and input received during that meeting is summarized in the charts below. It is important to note that the overwhelming response to the proposed objectives was positive, with less than 10% of the total “votes” in opposition to an objective.

### Feedback from February 19, 2020 Community Input Meeting

Short-Term Objectives (1 - 2 years)	In Favor Of	Against
Establish a Showers of Blessing site in Goleta (mobile shower trailer taken to different sites)	21	1
Additional spaces for Safe Parking Program	24	0
Establish Warming Center in/near Goleta	15	0
Establish a Coordinated Entry System location in Goleta	13	2
Partner with local nonprofits and businesses to establish Job Training Program	12	0
Place portable public restrooms in crucial locations	9	1

Mid-Term Objectives (3- 5 years)	In Favor Of	Against
Open new emergency shelter in Goleta	6	3
Develop Panhandling Diversion Program	7	9
Develop tiny home village or designated supervised camping area	23	2
Establish Day Center	14	0
Establish storage facility/provide storage units for houseless residents	21	0
Support emergency grants to prevent homelessness (i.e., rental and/or deposit assistance)	19	1

Long-Term Objectives (5-10 years)	In Favor Of	Against
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Increase permanent supportive housing and/or transitional housing units	25	1
Pass a Living Wage Ordinance for Goleta	8	6
Work with County to establish permanent Crisis Intervention Team Program	18	0
Provide additional public trash cans and hydration stations available for use 24/7	11	0
Develop public restrooms with showers open 24/7	9	1
Increase supply of affordable housing	25	0

The community input at all levels helped identify the needs and gaps in service, which in turn shaped the goals and objectives to address those needs. The primary strategy taken to overcome the gaps in the institutional structure and service delivery system is to continue to support the existing service providers and faith-based organizations located in South Santa Barbara County that are serving people experiencing homelessness. More specifically, the focus would be on expanding their individual coverage areas and services to have a physical presence in the Goleta area as budgets allow, as opposed to simply serving persons from the Goleta area as most currently do. In addition, some of the above longer-term objectives involve working closely with the non-profit service and housing providers to construct appropriate, affordable housing for those with priority needs, such as permanent supportive housing for persons experiencing chronic homelessness.

The City's newly adopted Community Development Block Grant (CDBG) 2020-2024 Consolidated Plan (Con Plan) shares and supports many of the above goals, particularly with regard to the mid- to long-term goals. The City's CDBG goals for the upcoming five-year planning period focus on expanding affordable housing, assisting people experiencing homelessness and those at risk of homelessness with emergency and permanent housing services, assisting non-homeless special needs populations, and promoting economic development. The above Goals and Objectives are also consistent with Priority Need 4 in the Consolidated Plan which specifically supports activities that "Assist Homeless and [Those] At-Risk of [Becoming] Homeless" as follows:

*"Promote projects that provide permanent supportive housing to address the needs of homeless individuals and families, households at risk of homelessness and/or persons with special needs. Provide funding for essential services and programs that provide needed resources for homeless persons and households at imminent risk of homelessness. Prioritize funding for operation of principal emergency shelters throughout the City."*

Furthermore, as discussed in the Con Plan, the City of Goleta's anti-poverty efforts during the next five years will include the following:

- Providing funding for operation of principal emergency shelters serving Goleta homeless;
- Providing funding for essential services and programs that provide needed resources for homeless persons.
- Supporting programs that assist with basic necessities, such as food, clothing, healthcare and shelter.

To the extent possible given its limited fiscal resources, the City of Goleta will support area nonprofits that provide emergency shelters, transitional and permanent housing, and the full range of supportive services required to assist the homeless population to achieve economic independence.

### Homelessness Prevention

It is critical to address the needs of at-risk individuals and families who are currently housed, but due to their situation, and in danger of losing their housing. Causes such as job loss, medical issues and bills, and other unexpected expenses can prevent a resident from paying rent, forcing residents to lose housing for a period of time. The costs of being homeless to an individual are high on many levels, with high mortality and lower life-expectancy being the greatest cost. The financial costs to society are also high. Based on a study in Science magazine (VOL 353, ISSUE 6300), discussed in a 2016 article entitled *The Impact of Homelessness Prevention Programs on Homelessness*, the per-person cost of averting homelessness through emergency financial assistance is estimated at \$10,300 compared to \$20,548 were the person to lose their housing and become homeless (William Evans, James Sullivan, and Melanie Wallskog, August 12, 2016, <https://science.sciencemag.org/>). The study also found that temporary financial assistance to low-income persons meant they were 88% less likely to become homeless, and the authors concluded the following overall with regard to temporary financial assistance: *“Although the cost of reducing homelessness through this prevention approach is relatively high, the cost savings of the program are likely to far exceed these costs because homelessness exacts a considerable toll on society and the homeless themselves.”*

The reasons for loss of housing are many and include economic issues and medical costs. More specifically, these include job loss, low income (lack of a living wage), high housing costs, childcare costs, and an unexpected major bill such as a car repair. Medical costs can also lead to loss of housing such as inability to work due to a disability, high medical treatment costs, unexpected injury or illness, etc. Prevention assistance can help individuals and families preserve their current housing situation and avoid becoming homeless in the first place. This may take the form of short-term rental assistance to prevent evictions, cash payments to assist with utility bills or emergency aid to pay for a major expense (medical bill, car repair, etc.), or more long-term support through vocational and job training to increase self-reliance and earning potential.

An example of one such program locally is the City of Santa Barbara's Homelessness Prevention & Rapid Re-Housing Program. The purpose of the Homelessness Prevention & Rapid Re-Housing Program is to provide assistance to households who would otherwise become homeless and to rapidly re-house persons that are already homeless. Assistance can be in the form of financial assistance (such as rent, security and utility deposits, utility payments, moving costs, motel and hotel vouchers) and/or housing relocation and stabilization services (case management, outreach and engagement, housing search and placement, legal services, credit repair) to assist participants with housing stability and/or placement. The services are available to people who have an income at or below 50% of the Area Median Income. No such program currently exists for Goleta residents.

Some persons who are at risk of homelessness need one-time legal assistance to resolve a possible barrier to housing, or counseling and strategic problem-solving to help identify alternate housing options and encourage the client to continue searching for a housing solution despite early setbacks. Sometimes it is as simple as providing assistance for a renter to resolve a dispute with a landlord over an eviction notice or some other problem that may lead to eviction. For several years, the City of Goleta has contracted with the City of Santa Barbara for its Rental Housing Mediation Program (RHMP) services. Over this time, the RHMP has typically assisted approximately 100-200 Goleta residents by providing them with information about tenant and landlord rights and responsibilities, and mediation services to resolve disputes with landlords. This service helps keep people housed by resolving disputes involving eviction notices, rental deposits and similar issues.

When market rate rents are unattainable, there are programs to support residents' ability to remain in their current housing. It is far more cost effective to keep people housed than to rehouse them if they become unable to afford rent. One program designed to address the gap between what a household can afford and the cost of market-rate housing are Tenant Based Rental Assistance Programs (TBRA) or Emergency Rental Assistance Programs (ERAP). The HOME Investment Partnerships Program allows jurisdictions to create flexible programs that provide assistance to individual households to help them afford the housing costs of market-rate units. HOME TBRA programs differ from other programs in three key ways:

- TBRA programs help individual households, rather than subsidizing particular rental projects.
- TBRA assistance moves with the tenant—if the household no longer wishes to rent a certain unit, the household may take its TBRA and move to another rental property.
- The level of TBRA subsidy varies—the level of subsidy is based upon the income of the household, the unit the household selects, and the jurisdiction's rent standard (rather than being tied to the PJ's high and low HOME rents).

There are many different types of TBRA programs, but the most common type provides payments to make up the difference between the amount a household can afford to pay for housing and the local rent standards. The City of Goleta is part of the Santa Barbara County HOME Consortium. The City receives an annual HOME allocation that is typically pooled with the County's and other jurisdictions which together select various programs and projects to fund. While it is not an ongoing source of rental assistance funds, the HOME Consortium did support Goleta's request to utilize its 2019 HOME allocation towards TBRA. Because rental assistance is a critical element of homelessness prevention, staff will continue to support providing rental assistance either through HOME funds or other federal or State funding opportunities.

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## INDICATORS OF SUCCESS

While addressing homelessness in Goleta is a complicated effort that requires flexibility to be successful, the City believes there are ways to track efforts so that staff, Council, and the community can measure the effectiveness of its work. A key piece in ensuring that continued progress toward improving housing stability for persons experiencing homelessness in the city of Goleta is comprehensively measuring and tracking progress and results. The following measures should be continuously tracked, and their outcomes should serve as important indicators of whether efforts are supporting desired goals. These indicators of success should be reviewed regularly so over time decisions can be made that support what is working and pivot in areas that have been less effective.

**Tracking Measures Supporting Successful Outcomes**

<b>Measure Tracked</b>	<b>Source of Data</b>
Estimated number of houseless residents living in Goleta	Annual PIT Count and HMIS data
Estimated number of vehicular homeless living in Goleta	Annual PIT Count and HMIS data
Number of partnerships with regional agencies and community groups	Staff tracking document
Number of weekly meal and showering opportunities within Goleta	Staff tracking document
Number of individuals supported through rental assistance	Program reports from HOME funding, the Housing Authority of Santa Barbara County, and any additional rental assistance programs
Number of affordable housing units within Goleta	Staff tracking document with input from Peoples' Self-Help Housing and Housing Authority of Santa Barbara County
Number of community calls initiated regarding homelessness issues	Santa Barbara Sheriff's Office, City of Goleta City Assist program, Santa Barbara Airport Patrol Logs
Number of encampments cleared	UPRR/Hwy 101 Corridors Safety Task Force data tracked by City staff
Increased community awareness of issues surrounding homelessness in Goleta	Press releases shared with community, social media posts, media coverage, community meetings held, City Council updates, complaints received by City regarding people experiencing homelessness



## FUNDING SOURCES

In order to provide the services outlined in this Homelessness Strategic Plan, the City will need to coordinate the use of a variety of public and private funding sources. Due to the magnitude of need to effectively address homelessness in the community, the City will need to seek regional partnerships, seek grant opportunities, and efficiently use City resources to support goals and initiatives in the plan. Because the City's staffing resources are limited, grant opportunities will need to be evaluated to ensure that the City can comply with all program and administrative requirements. In addition to City, County, Continuum of Care, State, and Federal funding, the City of Goleta should collaborate with its contracted shelter and housing operators to pursue cost savings and possible grant partnerships. Finally, it is in the best interest of the City to utilize staff resources to support projects serving people experiencing homelessness in Goleta when funding is provided through grant or other funding partnerships.

The following list provides examples of different funding sources and funding opportunities that support homelessness and affordable housing:

### CITY FUNDING

Community Development Block Grant Funds  
 General Funds, including but not limited, to Goleta City Grants, Public Works Maintenance funding, contracted law enforcement services, and Support to Other Agencies funding  
 HOME Investment Partnership Act Funds  
 Housing In-Lieu Fund  
 State SB2 Permanent Local Housing Allocation Funds

### FEDERAL, STATE, COUNTY FUNDING

California Water Boards Safe and Affordable Funding for Equity and Resilience Program (SAFER)  
 Federal Continuum of Care Funds via Santa Barbara County Continuum of Care  
 Federal Emergency Food and Shelter Program Funds via Santa Barbara County Continuum of Care  
 State Emergency Solutions Grant Funds via Santa Barbara County Continuum of Care  
 State Homeless Housing, Assistance and Prevention Program via Santa Barbara County Continuum of Care  
 State Housing for a Healthy California Program via State Housing and Community Development  
 State Multifamily Housing Program via State Housing and Community Development

State Supportive Housing Multifamily Housing Program via State Housing and Community Development

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# CONCLUSION

While this document and the effort leading to it represent the City of Goleta's first comprehensive Homelessness Strategic Plan, the organization and its leaders have long been engaged in supporting people experiencing homelessness. However, this Plan will serve as a research-backed, collaborative guidebook as the City makes decisions about priorities and how to utilize limited resources in the most effective manner. The Plan should also serve as a guide when staff bring policy options before the Homelessness Issues Standing Committee and City Council, when making budgetary decisions related to homeless services, during community discussions, and within the organization when projects may impact homeless-related issues.

The goals established in this plan and the framework are meant to remain true throughout the 10-year span of the Plan; however, assessment and analysis are necessary for maximum effectiveness, and it is anticipated there may be need for an update midway through the life of the Plan. It will be important to continually evaluate the current state of the city and the regional homeless population. As needs change, so too must the time spans of certain aspects and approaches be altered. With the preparation of this Homelessness Strategic Plan, the City of Goleta is more aware than ever of the change that needs to be made and staff will continue to seek funding and other partnership opportunities to create change.

The City plans to continue its collaborative, regional work to address the needs of people experiencing homelessness and implement policies and programs that create a safe, livable community for all its residents.

## APPENDIX A—DEFINITIONS OF KEY TERMS

Affordable Housing: Housing that costs no more than 30% of your total income, including utilities. Affordable rental housing usually has a maximum income limit of 60% of median income. Homeownership programs generally allow up to 80% of median income.

Behavioral Health: An umbrella term for care that addresses any behavioral problems bearing on health including mental health and substance use conditions, stress-linked physical systems, patient activation and health behaviors.

Chronically Homeless: An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years.

Community Development Block Grant (CDBG): Program of the U.S. Department of Housing and Urban Development which funds local community development activities with the stated goal of providing affordable housing, anti-poverty programs, and infrastructure development.

Continuum of Housing: Concept used by policy makers to consider the broad range of responses available to help a range of households in different tenures to access affordable and appropriate housing.

Coordinated Entry System - The Coordinated Entry System (CES) connects people to services and housing that aim to rapidly resolve their housing crisis. CES works to connect the highest need, most vulnerable persons in the community to available housing and supportive services. This process is required by state and federal funders through which people experiencing or at risk of experiencing homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to appropriate, tailored housing and mainstream services.

Crisis Intervention Team Program - An innovative first-responder model that pairs a crisis intervention trained law enforcement officer with a licensed clinical therapist to respond to calls involving a mental health or substance abuse issue to help persons access medical treatment or other services as a diversion to the criminal justice system.

Day Center - A center that provides a safe place to rest during the day, along with other essential resources like restrooms, laundry, storage, showers, wi-fi access, charging stations, mail, phones, fax, and access to employment and education services, including a computer lab. Individuals can also connect with case managers.

Diversion: Strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of families becoming homeless, the demand for shelter beds, and the size of program wait lists. Diversion programs can also help communities achieve better outcomes and be more competitive when applying for federal funding. Diversion is very similar to rapid rehousing but is typically faster, lower cost, and targeted to the point of system entry.

Emergency Shelter: Temporary, emergency intervention for people experiencing homelessness.

Encampment: Open spaces where one or more individuals experiencing homelessness have set up unsanctioned camping arrangements along with other forms of makeshift sleeping and living areas. These areas are often unsafe and unsanitary.

Home Fund: Sales and use tax allowed by RCW 82.14.530 and collected in the City of Olympia since the Home Fund Levy passed in 2017. The Home Fund provides more than \$2 million in new revenue each year to develop and sustain supportive housing and affordable housing in our community.

Homeless: The federal definition of homelessness, which comes from United States Department of Housing and Urban Development (HUD). HUD defines homeless as (1) an individual who lacks a fixed, regular and adequate nighttime residence; and (2) an individual who has a primary nighttime residence that is:

- A supervised publicly or privately-operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for the mentally ill).
- An institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

Homeless Prevention: Formally, the practice of providing short to medium-term supportive services and rent assistance to households at-risk or at imminent risk of homelessness. Prevention connects people with the care and support needed to maintain their housing and achieve a better quality of life. In this plan, the term prevention is also used more generally to describe long-term strategies, like education or economic development, intended to increase individual access to resources and opportunities in life and reduce instances of poverty.

Housing First: Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Housing First is a recent innovation in human service programs and social policy. It is an alternative to a system of emergency shelter/transitional housing progressions known as the Continuum of Care, whereby each level moves them closer to "independent housing" (for example: from the streets to a public shelter, and from a public shelter to a transitional housing program, and from there to their own apartment in the community). Housing First moves the homeless individual or household immediately from the streets or homeless shelters into their own apartments.

Job Training Programs - Those experiencing homelessness do not always have the right skills to match available jobs, and sometimes need assistance developing the life skills needed to reliably hold a job. The most effective job training programs provide professional skills, paired with life skills training and job placement assistance.

Living Wage Ordinance - A living wage ordinance requires employers to pay wages that are above federal or state minimum wage levels to meet basic subsistence needs in a particular geographic area.

Market Rate Rent: The prevailing monthly cost for rental housing based on some combination of what the rental market will bear and 30% of the Average Median Income (AMI). Sometimes called "street rents," market rent rates are set by landlords without government restrictions unless public subsidies require a defined level or period of affordability.

Median Income: This is a statistical number set at the level where half of all households have income above it and half below it. The U.S. Department of Housing and Urban Development Regional Economist calculates and publishes this median income data annually in the Federal Register.

Mitigation Site: Not a formal term in the homeless service lexicon. In Olympia, this is a temporary safe camping site that includes basic hygiene services (portable toilets, potable water, garbage collection), on-site host(s), orderly set-up and a code of conduct and safety protocols.

Nonprofit Housing Developer: A nonprofit organization with a not-for profit mission that involves the creation, preservation, renovation, operation or maintenance of affordable housing.

Panhandling Diversion Program - A citywide program aimed at diverting people from providing cash money to panhandlers, and instead donate to charities working to assist those experiencing homelessness in the community.

Permanent Supportive Housing - Permanent supportive housing pairs housing with case management, mental health and supportive services to help people stay housed. This housing often includes rental apartments or single-family homes that provide individuals and families with a fixed street address and residence along with a set of supportive services and case management. Permanent supportive (or supported) housing combines rental or housing assistance with individualized, flexible and voluntary support services for people with high needs related to physical or mental health, developmental disabilities, or substance use.

Privately Developed or For-Profit Housing: Housing rents or sells at market-rate and is developed and owned by for-profit individuals, partnerships, or corporations. Also called “Market-Rate Housing,” this housing is typically affordable to people at or above the median family income.

Rapid Re-housing: Rapid Re-housing is a housing strategy based on the “housing first” philosophy of “rapidly” providing housing resources to people who are newly homeless or on the verge of homelessness. Rapid Re-housing differs from other housing models by having an immediate and primary focus on helping families access and sustain permanent housing as quickly as possible. Rapid re-housing is funded by a HUD initiative called “Homelessness Prevention and Rapid Re-Housing Program (HPRP)”. It is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the unique needs of the household.

Regional Homeless Crisis Response System: A network of social service and government agencies that provide a range of housing and homeless related services to people experiencing or at risk of homelessness. The system is united under a common framework and principles as described in the Thurston County Regional Homeless Crisis Response Plan.

Safe Parking Program - Safe Parking Program provides case management and outreach to the homeless and safe, monitored overnight parking to individuals and families living in their vehicles.

Shelters: Also called emergency shelters, provides temporary overnight living accommodations. Shelters are operated by both non-profit organizations or faith communities, with each shelter being administered under a unique set of rules.

Showers of Blessing - A mobile shower and restroom unit that temporarily stages at various sites to provide free hot showers and community to people experiencing homelessness. Guests receive a clean towel and washcloth, a pair of new cotton socks, a pair of new underwear, hygiene items, and limited emergency clothing.

Subsidized Housing: A generic term covering all federal, state or local government programs that reduce the cost of housing for low- and moderate-income residents. Housing can be subsidized in numerous ways— giving tenants a rent voucher, helping homebuyers with down payment assistance, reducing the interest on a mortgage, providing deferred loans to help developers acquire and develop property, giving tax credits to encourage investment in low- and moderate-income housing, authorizing tax- exempt bond authority to finance the housing, providing ongoing assistance to reduce the operating costs of housing, and others.

Supported Sites: An informal term coined by the Community Work Group to encompass less traditional forms of shelter, such as a mitigation site or an encampment where residents are supported by a range of services, such as trauma-informed outreach workers and/or portable hygiene facilities.

Supportive Housing: Also referred to as “Permanent Supportive Housing,” this combines affordable housing with individualized health, counseling and employment services for persons with mental illness, chemical dependency, chronic health problems, or other challenges. Supportive housing is considered a solution to homelessness because it addresses its root causes by providing a proven, effective means of re- integrating families and individuals into the community by addressing their basic needs for housing and on-going support.

Temporary Emergency Housing: In the City of Olympia’s development code there is a permit pathway for faith, social service or government organizations to apply for a temporary use permit to host emergency housing facilities (tents, tiny houses) on property they own or control. The code establishes minimum standards for the use and a one-year permit that can be extended for up to two years.

Transitional Housing - Supportive housing for a limited time, typically up to twenty-four months; provides people with help after a crisis such as homelessness or domestic violence and helps them achieve permanent, stable housing. Transitional housing often offers supportive services, which enable a person to transition to an independent living situation.



Trauma-Informed care: Trauma-Informed Care is a service model that emphasizes understanding, compassion and responding to the effects of all types of trauma experienced by service clients. By recognizing the intersectionality of multiple traumatic events in the lives of homeless people, service providers can avoid re-traumatizing clients who need support and individually-conscious care.

Unsheltered Homelessness: Those sleeping outside or in places not meant for human habitation. Distinguished from those who sleep in shelters or transitional housing.

Warming Centers - Provides supervised overnight accommodations for the homeless from November 15<sup>th</sup> to March 15<sup>th</sup> when temperatures drop below 35 degrees (F) or rain is forecast, creating life-threatening weather conditions.

Wrap Around Services: Wrap Around Services is the term given to the practice of providing, or making available, all the various services that a person might need. In the case of homelessness, wrap around services are provided so to stabilize and house a person.

# APPENDIX B—COMMUNITY SURVEY RESULTS

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# APPENDIX C—HOMELESSNESS SURVEY RESULTS

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## APPENDIX D—CITY OF GOLETA RESOURCES INFORMING HOMELESSNESS STRATEGIC PLAN

Goleta Creek and Watershed Management Plan (Pending Council approval)

Housing Element

Stormwater Management Plan

Title 17 (Zoning) of Goleta Municipal Code

Ellwood Mesa/Sperling Preserve Open Space Monarch Butterfly Habitat Management Plan  
<https://www.cityofgoleta.org/home/showdocument?id=21867>

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## APPENDIX E—ADDITIONAL RESOURCES

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## APPENDIX F—REFERENCES

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