



2024

# Goleta Homelessness Strategic Plan 3-Year Status Report



Chuck Flacks, Homelessness Services  
Coordinator  
City of Goleta, Neighborhood Services  
Department  
8/13/2024

## Table of Contents

Introduction.....	2
Two Different Methods – Counting People Experiencing Homelessness.....	3
Point-In-Time (PIT) Count Results .....	3
“By Name List” Results .....	4
Homelessness Strategic Plan Goals and Measures of Success .....	6
The Goals of the Strategic Plan .....	6
Strategic Plan Implementation Highlights Timeline .....	7
Tracking Strategic Plan Success Measures.....	9
Building Blocks and Next Steps - Fiscal Year 24-25 .....	15
County Programs Benefit Goleta Directly .....	15
Goleta’s General Fund Powers Push to Functional Zero .....	17
Base – Outreach .....	17
Level 1 – Interim Housing.....	18
Level 2 – Permanent Supportive Housing.....	18
Level 3 – Housing in the Private Rental Market and/or Homeless Prevention .....	19
New Initiatives – Next Steps in Strategic Plan .....	19
Landlord Engagement .....	19
Vehicle Resident Study.....	20
Conclusion .....	20
Appendix .....	22

## Introduction

While homelessness continues to grow throughout the United States, and particularly the state of California, the City of Goleta has been a leader in adopting a proactive approach to addressing homelessness using evidence-based methods. **Recent research supports the notion that the best (in fact only) solution to homelessness is affordable housing<sup>12</sup>.**

The challenge is that Goleta is one of the most expensive rental housing markets in the nation. Currently, the median rent in Goleta is \$3,500/month<sup>3</sup>; while the median salary in Goleta is \$113,889. At this salary, a single wage earner could reasonably afford \$2,847/month (30% of their total income). This disparity of nearly \$700 shows that median wages do not support median rents. A minimum wage earner in Goleta earns \$16.00 an hour and could afford a rent of \$768/month (30% of total income). Thus, median rent would require the wages of 4.6 minimum wage earners. With vacancy rates at about 3.2%<sup>4</sup>, the chance of finding available units is very low. Affordable units are even rarer. **Homelessness results when there are insufficient units to meet demand.** The leadership of the City of Goleta has long recognized this problem and sought ways to intervene and assist those who need housing.

With respect to people experiencing homelessness, the [Goleta Homelessness Strategic Plan](#) (Strategic Plan) adopted in April of 2021 by the Goleta City Council is the guiding policy document for the City, and has been successfully implemented over the last three years.

This status report will provide an overview of the Homelessness Services programs developed by the Neighborhood Services Department in the City of Goleta. Beginning with a review of the Strategic Plan's objectives, this report will highlight the way Goleta is achieving success. Specifically, by:

- **Aligning resources, plans, and oversight of programs with the County of Santa Barbara's Community Action Plan to Address Homelessness**
- **Conducting specific programs funded through the City's General Fund:**
  - *Outreach,*
  - *Creation of a by-name list,*
  - *Interim housing,*
  - *Mapping and encampments and responding to public safety concerns,*
  - *Building permanent supportive housing,*
  - *Continuing ongoing neighborhood navigation, and,*

---

<sup>1</sup> <https://homelessness.ucsf.edu/our-impact/studies/california-statewide-study-people-experiencing-homelessness>

<sup>2</sup> <https://homelessnesshousingproblem.com/>

<sup>3</sup> <https://www.zillow.com/rental-manager/market-trends/goleta-ca/>

<sup>4</sup> <https://www.rate.com/research/goleta-ca#market>

- *Engaging community groups, concerned residents, and people with lived experience of homelessness in the work*

Additionally, this status report will discuss future efforts currently underway for next fiscal year:

- **Outreach, housing navigation, safe parking, and permanent placement for people living in vehicles, and**
- **Directly contracting with a landlord engagement program to both incentivize landlords to rent to formerly homeless people, and to provide financial support to get people into permanent housing.**

***In the last three years, 161 people experiencing homelessness have been placed in permanent housing. At the same time, 169 new people have been counted as experiencing homelessness.*** These data points show the need for a larger explanation of the current state of homelessness in Goleta.

## Two Different Methods – Counting People Experiencing Homelessness

### Point-In-Time (PIT) Count Results

The official count of people experiencing homelessness in each region of the United States is conducted through a national homeless census that is mandated by the federal government’s Department of Housing and Urban Development (HUD). This is an unfunded but required effort using methodologies dictated by HUD. Specifically, HUD requires a one-night count in January (when most people are not in encampments or on the streets).

The City of Goleta is covered by the Annual Countywide Point In Time Count through an effort organized by the Continuum of Care (CoC)<sup>5</sup>. On a cold night in January, 80-100 volunteers cover every census tract in Goleta looking for people sleeping on the streets or in their cars. The goal is to meet people and ask a few questions about their demographics, how they would rate their mental and physical health, and where they slept last night. The point is to ascertain whether they are homeless, and what their needs might be, in an anonymous survey.

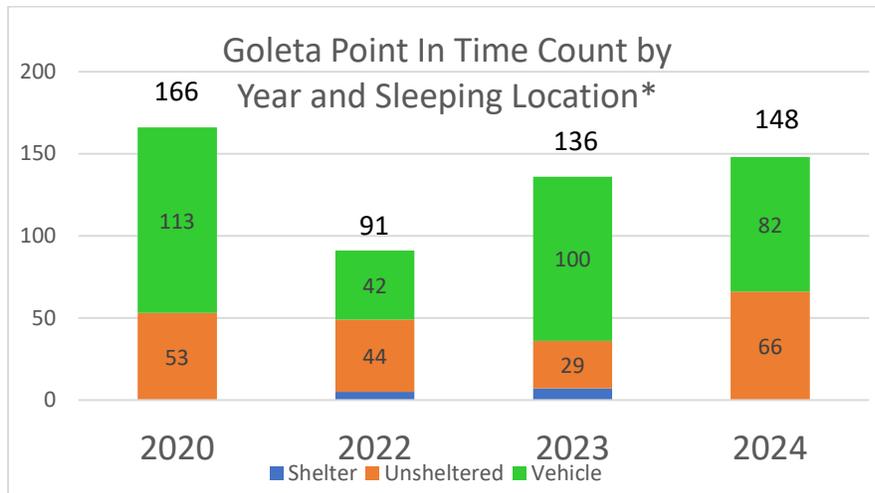
While the survey is mandated, there is no guarantee of accuracy. Here are some of the problems with this methodology:

---

<sup>5</sup> Throughout this status report, there will be references to organizations and departments dedicated to ending homelessness in Santa Barbara County. The Strategic Plan outlines most of these different stakeholders in some detail. See this link for more information on the [Continuum of Care](#).

- Surveys are conducted by volunteers who may have little to no expertise in finding and contacting people experiencing homelessness;
- Volunteers must cover large areas of the county and may not have time to capture all data;
- A one-night count will inevitably miss people who are hidden or in remote areas; and,
- Not everyone sleeping in a vehicle is homeless, so vehicle over-counts are possible.

The data for the Point in Time Count for the City of Goleta are presented below:



\*Sheltered people are counted where the shelter is located. Goleta’s sheltered people are placed in shelters that are not in the City limits.

Aside from the structural problems with this count mentioned above, the Point In Time Count neglects the fact that many people who are homeless consider Goleta as home, but on this given night, may not have been there.

Therefore, while the Point In Time Count is an important national measure that creates a snapshot for regions, it is essential to identify who homeless people are. An examination of the history of best practices across the country indicates that the best way to end homelessness is to identify each person, assess their needs, get them housing, and provide supportive services to meet the specific needs of each person. This methodology is referred to as Housing First. A key component of Housing First strategy is the By-Name list, where each person in an area is identified, assessed, and prioritized for services-based community identified priorities. In Santa Barbara County, the focus is on length of time homeless and level of disability.

### “By Name List” Results

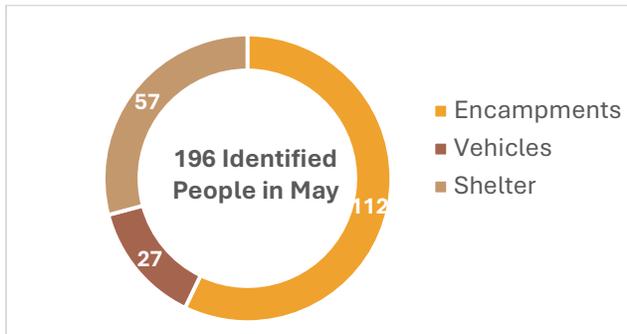
In Goleta, the benefit of the Strategic Plan implementation has been sufficient staff resources to create a comprehensive by-name list. Using the list of people identified as homeless who indicate Goleta as their home, and adding street-level information from

outreach providers, staff created the by-name list that facilitates case management on a weekly basis.

The list changes as new information is collected, new people enroll, people move to shelter or housing, or people leave the area.

As Figure 1 shows, in May, 2024, 196 people were identified as homeless, with 112 in encampments, 57 in shelters and 27 living in vehicles.

Figure 1. State of Homelessness in May



Staff created a reliable tracking system starting in January 2024. The results of these efforts are presented monthly in Figure 2 below.:

Figure 2. By Name List Tracking January to June 2024.

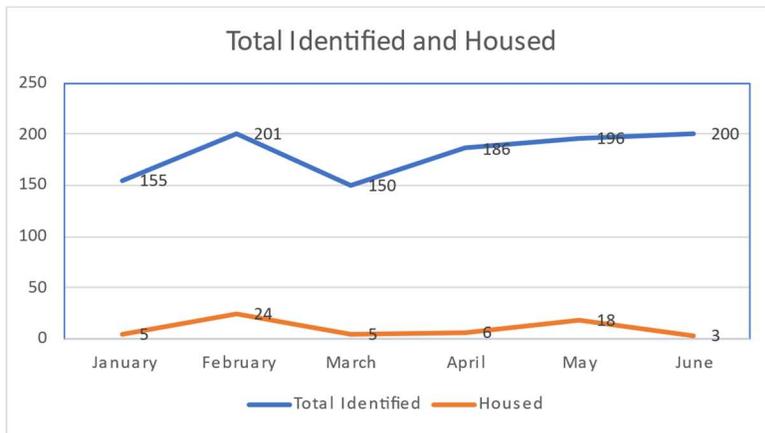
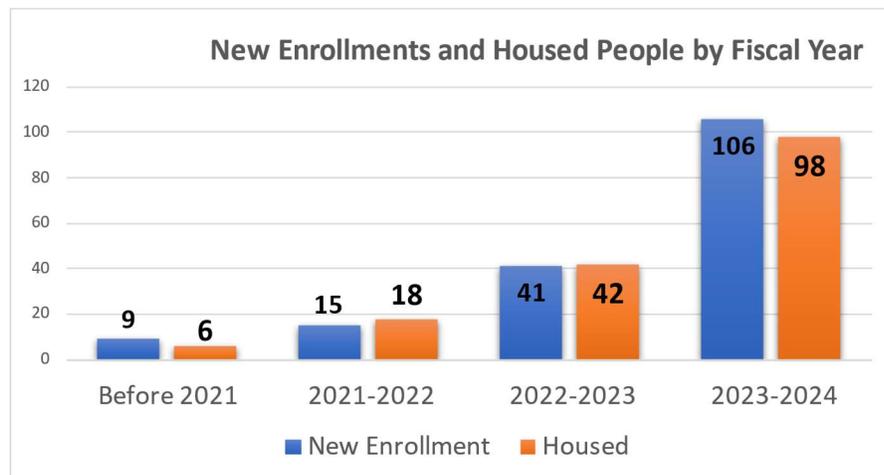


Figure 2 above illustrates how City staff are tracking inflows and outflows of people into and out of homelessness. The trends show a fairly stable homeless population with a consistent monthly placement of people into housing. The gap illustrates that there is still a need to place approximately 200 people into housing. This gap is not the function of large numbers of inflows, as the chart below shows more clearly. Rather, Goleta has a population of people who have been homeless here for quite some time (chronically homeless).

The spikes in people placed in permanent housing in February and May reflect two different phases of people moving into the Housing Authority of Santa Barbara County’s Buena Tierra project – permanent supportive housing for people experiencing homelessness.

Figure 2 above shows that there is a need to place 200 individuals into housing. Figure 3 below shows that the rate of people falling into homelessness (and entered into the Coordinated Entry System) roughly matches the people being placed in permanent housing. This positive trend does not eliminate the need to house those who are currently homeless, about 200 people.

Figure 3. Tracking Entries and Exits into the Coordinated Entry System in Goleta



The next section of this status report will give a review of the objectives of the Strategic Plan.

## Homelessness Strategic Plan Goals and Measures of Success

The [Homelessness Strategic Plan](#) covered a lot of ground and provided a broad survey of the work done regionally to end homelessness, as well as describing the history of Goleta’s efforts. It depicts the growing efforts Goleta continues to play to tie into regional work funded by the Federal Government, the State of California and the County of Santa Barbara.

***The Strategic Plan was also a model of democratic engagement with the Goleta community.*** Through a series of meetings, interviews, and focus groups with experts, concerned residents, service providers, government officials, and people experiencing homelessness, the Plan painstakingly examined dozens of potential interventions the City could use to address homelessness.

### The Goals of the Strategic Plan

- **Increase access to critical services for the homeless (Access)**

- **Reduce the impacts of homelessness on the community (Reduce Impacts)**
- **Prevent at-risk individuals from becoming homeless (Prevention)**
- **Increase the supply of transitional housing, permanent supportive housing, and emergency housing (Housing)**

Over the last three years, Neighborhood Services, in partnership with Public Works and Planning and Environmental Review have accomplished many tasks related to these goals. Below is a list, by year, of these activities.

## Strategic Plan Implementation Highlights Timeline

- FY 2020-2021 (Start-up of Implementation)
  - April - Strategic Plan Approved
  - Homeless services consultant retained
  - Santa Barbara Alliance for Community Transformation (SBACT) begins weekly meetings of homelessness stakeholders and service providers
  - **9 homeless people enrolled in the [Coordinated Entry System](#)<sup>6</sup> (CES)**
  - **6 homeless people placed in permanent housing**
- FY 2021-22 (Year 1 Implementation)
  - Federal COVID (Community Development Block Grant (CDBG)) funding – Outreach and Hotel Beds provided by City Net (*Access, Reduce Impacts, Housing*)
  - Federal Rental Assistance – United Way – (*Prevention*)
  - Two People Assisting The Homeless (PATH) beds reserved for Goleta residents experiencing homelessness at their shelter in downtown Santa Barbara (*Housing, Access, Reduce Impacts*)
  - City of Goleta hires Homelessness Services Coordinator to manage implementation of the Strategic Plan (December, 2022)
  - **15 homeless people enrolled in (CES)**
  - **18 homeless people placed in permanent housing**
- FY 2022-2023
  - CityNet continues outreach efforts, but discontinues hotel program (*Access, Reduce Impacts, Housing*)
  - Goleta benefits from County Encampment Relief Program (CERF 1) focused on Union Pacific Railroad (UPRR) and State Highway Department (CalTrans) rights-of-way (Outreach is provided by CityNet) (*Access, Reduce Impacts, Housing*)

---

<sup>6</sup> “Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.” - U.S. Department of Housing and Urban Development. In Santa Barbara, this system is managed and operated by the County’s Community Services Department.

- Good Samaritan American Rescue Plan Act (ARPA) program assists Goleta residents experiencing homelessness in Isla Vista, UCSB campus, and the southern border of Goleta (*Access, Reduce Impacts, Housing*)
- City Council commits \$600,000 to the creation of a hotel conversion of the Super 8 Motel at Fairview and Hollister to Permanent Supportive Housing by the Housing Authority of Santa Barbara County (HASBARCO) (*Access, Reduce Impacts, Housing*)
- **41 homeless people enrolled in CES**
- **42 homeless people placed in permanent housing**
- FY 2023-2024
  - CityNet expands outreach, leveraging County Encampment Relief Program Round 1 (CERF 1) funding (*Access, Reduce Impacts, Housing*)
  - Goleta benefits from County Encampment Relief Program Round 2 (CERF 2) focused on creeks and waterways (provided by Good Samaritan) (*Access, Reduce Impacts, Housing*)
  - New Beginning Counseling Center begins an outreach contract to people living in vehicles. (*Access, Reduce Impacts, Housing*)
  - Goleta directly contracts for 4 interim housing beds at Good Samaritan's Hedges House of Hope adding to the 2 interim housing beds at PATH for a total of 6 beds (*Access, Reduce Impacts, Housing*)
  - Staff complete a by-name list for Goleta tracking all homeless people in the City in partnership with the outreach providers, Behavioral Wellness, and the County of Santa Barbara's Housing and Community Development Department (*Access, Reduce Impacts, Housing*)
  - SBACT opens a Neighborhood Navigation Center at Christ Lutheran Church (*Access, Reduce Impacts, Housing, Prevention*)
  - Goleta benefits from a major expansion of Safe Parking, outreach, housing navigation and multi-disciplinary services through the County Encampment Relief Fund Round 3 (CERF 3) focused on moving people living in vehicles into permanent housing (*Access, Reduce Impacts, Housing*)
  - **106 homeless people enrolled in Coordinated Entry**
  - **98 homeless people placed in permanent housing**

## Tracking Strategic Plan Success Measures

The Strategic Plan listed specific measures for tracking success in reducing homelessness and its impact on the City of Goleta. This table is from p. 56 of the Strategic Plan:

Measure Tracked	Metric Goal	Source of Data	Status Trend*
1. Estimated number of houseless residents living in Goleta	Reduction in annual PIT Count	Annual PIT Count and HMIS data	
2. Estimated number of vehicular homeless living in Goleta	Reduction in annual PIT Count	Annual PIT Count and HMIS data	
3. Number of partnerships with regional agencies and community groups	Maintain or increase partnerships	Staff tracking document	
4. Number of weekly meal and showering opportunities within Goleta	Maintain or increase opportunities for basic needs	Staff tracking document	
5. Number of individuals supported through rental assistance	Maintained or increased annually	Program reports from HOME funding, the Housing Authority of Santa Barbara County, and any additional rental assistance programs	
6. Number of affordable housing units within Goleta	Maintained or increased annually	Staff tracking document with input from Peoples' Self-Help Housing and Housing Authority of Santa Barbara County	
7. Number of community calls initiated regarding homelessness issues	Annual reductions	Santa Barbara Sheriff's Office, City of Goleta City Assist program, Santa Barbara Airport Patrol Logs	
8. Number of encampments cleared	Reduction in need for encampment clearing	UPRR/Hwy 101 Corridors Safety Task Force data tracked by City staff	
9. Calls for service, reports taken, arrests made related to homelessness issues	Annual reductions	Santa Barbara Sheriff's Office monthly report	
10. Increased community awareness of issues surrounding homelessness in Goleta	Maintain or increase annual outreach efforts	Press releases, social media posts, media coverage, community meetings held, City Council updates, complaints received regarding homelessness	

\*Status trends are marked with the following icons:



= Strong improvement over time



= Issue has some overall success, but continued efforts are needed



= Measure is going in the wrong direction and new efforts are needed

**Measure 1: Reducing the number of houseless residents living in Goleta based on a reduction in the Annual Point In Time Count.**

**Status:** The Point in Time Count results (summarized above) show an overall decrease in the number of homeless people counted between 2020 and 2024 from 166 in 2020 to 148 in 2024 a net decrease of 18 people, or an 11% decrease.

While this decrease is encouraging, the By Name list shows a higher number of homeless people. We have discovered that through outreach and ongoing connection with people in encampments, in shelters, and living in vehicles, the total number of homeless people is higher – 196 at last count. In assessing the reduction in the number of homeless people, we also should recognize that new people are becoming homeless all the time. The Point in Time Count number is a good snapshot of the state of homelessness on a given night. However, it is not the best measure of what is actually happening on the ground.

*As discussed above and repeated here, Goleta is matching its current inflow of homeless people with permanent housing opportunities.*

**Measure 2: Reducing the number of people living in vehicles in Goleta based on a reduction in the Annual Point In Time Count.**

**Status:** The Point in Time Count results show an overall decrease in the number of people living in vehicles in Goleta counted between 2020 and 2024 from 113 in 2020 to 82 in 2024, a net decrease of 31 people, or a 27% decrease.

In this case, one should recognize that people living in vehicles are often only loosely attached to a geographic area. Overall, Santa Barbara County has seen an increase in people living in vehicles. Anecdotally, Goleta residents report more people living in their vehicles on residential streets.

**Measure 3: Maintaining or increasing the number of partnerships with regional agencies or community groups.**

**Status:** The Appendix lists the rapid growth of City resources and new programs established in the City over the last 10 years. While new funding from the State of California and Federal COVID relief drove some of these initiatives, the City has increased the scope and number of programs paid for out of the General Fund significantly from \$164,359 in 2020-2021 to a high of \$962,405 (including COVID funds) in 2022-2023. This is an increase of 486%.

The City of Goleta has hired a full-time staff person and continues to dedicate a budget of over \$860,000 (including staffing costs), providing ample financial support to sustain programs and partnerships.

**Measure 4: Maintaining or increasing the number of weekly meal and showering opportunities within Goleta**

**Status:** In November of 2023, SBACT, under contract with the City of Goleta opened a Neighborhood Navigation Center at Christ Lutheran Church. Offering services one day a week, including lunch and connection to Coordinated Entry Services and interim housing, this is the first opportunity for weekly meals in Goleta in quite some time. The turnout at this site has been low and SBACT is considering other sites closer to public transportation. Showers of Blessing has indicated interest in providing showers at a new site that is closer to where homeless people reside and hang out.

SBACT researched numerous sites for a navigation center. This site was the only one that was available at the time of the search due to a variety of factors (e.g., some properties co-located with childcare programs, some property owners not responding). City staff are exploring the possibility of using a different one-day-a-week site starting sometime in the Fall of 2024.

**Measure 5: Maintaining or increasing the number of individuals supported through rental assistance based on reports from housing agencies**

**Status:** According to the federal Department of Housing and Urban Development (HUD)<sup>7</sup> Goleta had the following breakdown of those receiving federal rental assistance:

Year	No. of Units	% Occupied	# of People	% Extremely Low Income
2021	591	91%	1,108	79%
2022	599	90%	1,098	78%
2023	603	88%	1,095	78%

<sup>7</sup> <https://www.huduser.gov/portal/datasets/assthsg.html>

The table above shows the status of all people in Goleta receiving federal rental assistance from all HUD programs.

Goleta is in a building mode. Goleta’s inclusionary housing policy and recently adopted [Housing Element](#) insure that each new project in Goleta will have an affordability component. In addition, the Housing Authority of the County of Santa Barbara completed a 60-unit permanent supportive housing project for people experiencing homelessness in 2024 and expects to complete another 100 units of housing for very low-income people with disabilities by early 2026.

Each agency that contracts with Goleta for homelessness services (City Net, Good Samaritan Shelter, and New Beginnings) have flexible funding as part of their budget for rapid rehousing and some ongoing rental assistance. Therefore, it is anticipated that many of the people experiencing homelessness enrolled in these programs will receive rental assistance toward permanent housing.

**Measure 6: Maintaining or increasing number of affordable housing units within Goleta as measured by the Planning and Environmental Review Department (PER)**

**Status: The PER affordable housing inventory of rental units at or below 80% Area Median Income is:**

- **408 Units in 2022**
- **408 Units in 2023**
- **528 Units in 2024**

As part of its Housing Element and commitment to improving the status of renters in Goleta amidst a market where rents are rapidly rising, the City has placed a premium on affordable housing development. The Buena Tierra project, built by the Housing Authority of the County of Santa Barbara, is an example – contributing 60 new units of very low-income housing to the area. This number is in addition to the 528 units above.

**Measure 7: Annual reductions in the number of community calls initiated regarding homelessness issues based on reports from City Assist, the Santa Barbara Sherriff’s Office, and the Santa Barbara Airport Patrol Logs**

**Status: The total requests for service for Homelessness and Illegal Camping from the City of Goleta City Assist Data base by fiscal year were:**

- **111 for 2021-2022**
- **127 for 2022-2023**
- **94 for 2023-2024**

This measure is poorly articulated in the Strategic Plan. The Sheriff’s data is duplicated in Measure 9 and there is no source of data from the Airport. Therefore, what is reported here are the calls for service for Homelessness and Illegal Camping to City Assist.

City Assist requests for service increased in FY 2022-2023 from FY2021-2022 by 13 requests or 10%. Requests dropped between FY 2022-2023 and FY 2023-2024 by 33 requests or 35%. It is hard to know how to interpret these results. Some possibilities include:

- As people learned about the City Assist reporting tool, they took advantage of it. Therefore, the numbers increased.
- When people learned that they could contact the Homelessness Services Coordinator directly, the number of requests may have dropped.
- People may have noticed that the number of encampments were decreasing, so the requests went down.
- People may have given up on City government response and stopped reporting homelessness.

Given the number and diversity of possible interpretations and given the lack of data or duplication of data that this measure calls for, this measure will no longer be reported on in future status reports.

**Measure 8: Reduction in need for encampment clearing as measured by a decrease in encampments in the encampment tracking database (Fulcrum)<sup>8</sup>**

**Status: Total encampments tracked and cleared by fiscal year:**

- **6 cleared in 2021-2022**
- **65 cleared in 2022-2023**
- **129 cleared and 101 active in 2023-2024**

This measure may not be carefully framed. Encampment clearing on its own does nothing to end homelessness. Increasing clearings are more a function of resources invested in this effort than successful placements into permanent housing situations. What was observed over the last three years was that it took quite a while for the outreach teams to get mobilized and build trust, and to cover all the ground in the region. Because of County-funded outreach, Goleta also went from one outreach team tracking encampments in Fulcrum to five different teams among three different agencies all tracking encampments. Finally, just because an encampment was cleared does not mean that the residents of the encampment participated in services.

---

<sup>8</sup> The City of Goleta uses a Fulcrum software mapping and geolocating system for several Public Works projects. In addition, the County of Santa Barbara adopted its own version of a Fulcrum tracking system for countywide homeless encampments. This mapping and tracking process is being used in conjunction with their California Encampment Relief Fund projects discussed throughout this report.

A more impactful measure of reduction in encampments is tracking people from their encampments into interim and permanent housing, rather than following them from one encampment to another. The by-name list is a better measure of success than just noting the movement of encampments. However, use of the Fulcrum database is essential to measure the process of encampment clearing.

***This measure should stay in the Strategic Plan; however, it is a process measure – showing activity and effort. It does not indicate outcomes.***

**Measure 9: Year over year reduction in calls for service, reports taken, and arrests made by the Sheriff’s Department in Goleta**

**Status: Calls for service, reports taken, and arrests made by fiscal year. (Data from Sheriff’s Department).**

- **Year 1: July 1, 2021-June 30, 2022**
  - **Calls for service: 1,504**
  - **Reports taken: 652**
  - **Arrests (includes criminal citations): 464**
  
- **Year 2: July 1, 2022-June 30, 2023**
  - **Calls for Service: 1,464**
  - **Report taken: 481**
  - **Arrests (includes criminal citations): 303**
  
- **Year 3: July 1, 2023-June 30, 2024**
  - **Calls for Service: 1,043**
  - **Reports taken: 437**
  - **Arrests (includes criminal citations): 279**

These data show a remarkable downward trend that is best illustrated graphically:

In terms of public safety and reductions in impacts of homelessness on law enforcement, these data tell a very important story.

- ***Over the three-year period, calls for service fell by 31%.***
- ***Reports taken fell by 33%.***
- ***Arrests fell by 40%.***

One cannot assume that these large changes are completely the result of the homelessness services program and the Strategic Plan. However, the decreases are a measure of the

success of efforts on the part of many stakeholders to reduce the impacts of homelessness. This is a clear improvement.

**Measure 10: Maintain or increase annual efforts to keep community aware of issues surrounding homelessness in Goleta**

**Status: This measure was not quantified – SBACT retained for ongoing community engagement.**

The Santa Barbara Alliance for Community Transformation (SBACT) was engaged by City Staff to coordinate community outreach efforts from 2022-2024. These efforts included weekly Regional Action Planning (RAP) meetings with stakeholders such as outreach service providers, interim housing providers, permanent housing providers, law enforcement, elected leadership, City staff, and community members. Each month, SBACT led a broader community meeting where all interested people are invited and a growing mailing list has been created to include residents, other service providers like CommUnify, UCSB, business owners, churches, CalTrans, and Union Pacific Railroad. In addition, SBACT and City Staff have been present at community events such as the Lemon Festival, Public Works Day, State of the City, and Coffee and Community to discuss how the community can help end homelessness and how the City can better respond to residents’ needs. SBACT also coordinates a regional collaborative (ACT on Homelessness) that seeks to increase communication among South County community members. The initiative is funded by the City of Santa Barbara and Goleta is an active participant.

In addition to the SBACT activities, City staff regularly participate in Continuum of Care (CoC) activities and meetings. Goleta has a seat on the CoC Board of Directors, and city staff serve in that capacity. City staff have also been actively engaged in broader efforts to strategically plan homelessness solutions, helping to gain approval and support for interim housing (La Posada and Hedges House of Hope), and the new SBACT Navigation Center (FARO “Lighthouse in Spanish” Center) in downtown Santa Barbara.

## Building Blocks and Next Steps - Fiscal Year 24-25

Ongoing efforts to address the impacts and find solutions for homelessness continue in Goleta in a broad array of programs. This work is remarkable for its scope (given Goleta’s size) and because the source of much of the current funding for this work is from the City’s General Fund.

### County Programs Benefit Goleta Directly

One of the key levers that makes this comprehensive work possible is the cooperation and partnership with the County of Santa Barbara. The County has documented its plans and measured its success and impact on its [website](#). The County has received nearly \$100 million in funding from state and federal sources. This massive influx of funding has been

largely one-time grants of 2-3 years, meaning that much work needs to be done as fast as possible.

Some examples of direct benefits to Goleta from the County funding include:

- Federal American Rescue Program Act (ARPA) COVID-funded outreach teams case managing dozens of unsheltered Goleta residents (managed by Good Samaritan).
- Behavioral Wellness outreach provided by their Homelessness Services and Crisis Intervention Teams (working with law enforcement)
- Public Health nurse outreach serving Goleta residents in encampments and at Navigation Centers.

By far the biggest benefits to Goleta directly have been the California Encampment Relief Funds (CERF) from the California Interagency Council on Homelessness. The County has won competitive grants in all three funding rounds of this pool of funds.

**CERF-1** provided outreach, encampment clean-up, interim housing placement, and permanent housing support to people living in the CalTrans Highway 101 corridor and Union Pacific Railroad right of way. This \$2.52 million grant was projected to shelter 75 people and house 54. The actual outcomes were 250 people served with 73 placed in permanent housing and 72 moved into interim housing. In Goleta, 48 people were served, 5 were placed in permanent housing and 21 entered interim housing. The work that CityNet performed for this contract offset some of the funding that Goleta set aside for their contract, meaning that over \$100,000 in General Funds were saved in FY 23-24. The program ended May 31, 2024.

**CERF-2**, a \$6 million grant, had similar goals, to clear encampments (this time focused on waterways) and place people into interim and/or permanent housing. The original goal was 50 people served with 20 entering interim housing and 20 entering permanent housing. However, as of May 16, 2024, 107 people were served, 20 entered interim housing and 15 people have already been placed in permanent housing. The project is scheduled to continue through FY 24-25. Goleta has benefited from this program because of its many creeks. Outreach workers have contacted and worked with dozens of people in San Pedro, San Jose, Atascadero, Maria Ygnacio, and Devereaux creeks. This grant is managed by Good Samaritan and has already maxed out its caseload. However, the 12 Goleta residents in the program will benefit from case management, housing navigation, interim, and permanent housing placement.

**CERF-3**, an \$8 million dollar grant, this funding is focused on people living in vehicles. In these cases, people are encouraged to move from their vehicles into permanent housing. The program provides rental assistance, housing navigation, as well as wrap-around services like alcohol and drug treatment and mental health support. New Beginnings Counseling Center is the provider of these services and will link clients (when they are interested) to Safe Parking as an interim housing option. The City of Goleta has two of the twenty-seven

encampment sites countywide (these are clusters of people parking together on public streets, not to be confused with Safe Parking program sites) that the County has identified.

The County of Santa Barbara considers Goleta an important partner in its ongoing work to end homelessness. Goleta benefits from shared funding, leveraged resources and programs, and a strategic partnership that enables the resources invested by the City of Goleta to go further and have greater impact.

## Goleta's General Fund Powers Push to Functional Zero

“Functional Zero” is a term used to describe what the end result of efforts to end homelessness might look like. Unless and until there is sufficient affordable housing to alleviate people's rent burdens, there will always be pressures pushing people into homelessness. The hope is that our future efforts will create a situation where homelessness is a one-time experience for people, it is rare, and it is as short as possible. The situation where people are helped out of homelessness quickly and effectively is referred to as functional zero.

As the Appendix shows, the City of Goleta has invested millions of dollars toward ending homelessness and establishing Functional Zero. The current state of programs acts like a set of building blocks that build toward the apex goal of permanent housing.

**The key to Functional Zero is the “By-Name List”.** Simply, as mentioned above, the By-Name list is a comprehensive list of all homeless people in a jurisdiction. The key to ending homelessness is placing people in housing. To do this, one must know who each person is, what their needs are, what they want, and their obstacles to housing. A By-Name List tracks each person's location, needs, wants and obstacles (at a minimum). It is also a good idea to learn people's strengths, family connections and other resources they might have access to.

In Goleta, staff have created a comprehensive by-name list built from outreach observations and data from the County-managed Homelessness Management Information System.

## Base – Outreach

Building on the success of two previous years, the City has contracted with City Net to expand its Goleta program. They will maintain their full-time outreach team and enhance it with part-time evening and weekend shifts to increase the likelihood of building trust and cooperation of people living unsheltered.

City Net has been very successful in encouraging people to move into interim housing at PATH, La Posada Cabins, and Hedges House of Hope. They have also moved about 10 people off the street directly into permanent housing at the Buena Tierra project and with private landlords.

In addition, the City has contracted with New Beginnings Counseling Center to conduct vehicle outreach through December 2024. This work enhances the growing CERF-3 program mentioned above by providing outreach workers targeting Goleta residents.

### Level 1 – Interim Housing

Goleta contracts directly for interim housing beds. **Two beds are at the downtown Santa Barbara shelter managed by PATH.** Often, clients are managed by City Net with the goal of placing them into permanent housing. Goleta also contracts with **Good Samaritan for four beds at Hedges House of Hope.** This interim housing program benefits by its linkage to sobriety services and detox within the Good Samaritan network. Hedges House of Hope recently placed 20 Goleta residents from its Isla Vista location into the Buena Tierra Permanent Supportive Housing Project. In addition, although Goleta did not invest directly in the 80-bed interim housing program La Posada, 20 people from Goleta recently relocated from their encampments into this project managed by Good Samaritan.

### Level 2 – Permanent Supportive Housing

Permanent Supportive Housing is subsidized rental housing with sufficient services for each resident to help keep them in permanent housing. Historically, Santa Barbara County's affordable housing providers have not had enough resources to adequately provide programs like mental health, alcohol and drug addiction services, and other services to truly help people with significant disabilities stay in permanent housing. This situation is changing thanks to expansion in MediCal (CalAIM) that funds case management and tailored programs for each person. In addition, the County Housing Authority has received specialized funding from the State of California that allows for enhanced services as well.

Goleta has benefited from the work of the Housing Authority of the County of Santa Barbara. Much of the housing in Goleta occupied by people with very low incomes was built and continues to be managed by the Housing Authority. In 2022, the City of Goleta invested its COVID funds in a permanent supportive housing project. This 60-unit project, Buena Tierra, was a conversion of an old motel, Super 8, into studio apartments for people who were formerly homeless. The one-time Goleta investment into this project was \$600,000. While the Housing Authority is managing this project, Good Samaritan is coordinating services with case managers from multiple agencies and organizations including, but not limited to, Cottage Health, County Behavioral Wellness, CenCal, Telemed, the Council on Alcohol and Drug Abuse, and others.

In future years, at Heritage Ridge, another 100 units of permanent supportive housing will be built by the Housing Authority and will enable more homeless residents to maintain their home in Goleta.

### Level 3 – Housing in the Private Rental Market and/or Homeless Prevention

Service-enriched housing is of particular importance to people with disabilities such as behavioral health problems including substance misuse or persistent mental illness. However, as reported in a comprehensive research report from the University of California San Francisco on the status of California’s homelessness population<sup>9</sup>, a minority of people experiencing homelessness suffer from such disabilities or are chronically homeless. In order to rapidly address homelessness, there needs to be a strategy for rapidly placing people into the housing market and ultimately preventing homelessness altogether.

The City of Goleta funds the Rental Housing Mediation Program. Housed in the City of Santa Barbara, this program helps hundreds of people in Goleta annually who are in danger of losing their housing to work with their landlords on staying housed. This program has served residents in the Goleta area even before the City was officially created.

Most people who move from homelessness to the rental market require some form of rental assistance. The Housing Authority issues rental vouchers (formerly known as Section 8) now called Housing Choice Vouchers so that qualifying people only need to spend one-third of their income on rent. Unfortunately, only 25% of people who qualify for Housing Choice Vouchers receive them, with a years-long waiting list. However, homelessness is a priority preference category that helps people move up the list more quickly. This homeless preference also applies to the many Housing Authority properties that are rent restricted.

Some of the providers under contract with the City, specifically New Beginnings Counseling Center, Good Samaritan, PATH, and CityNet have access internally to rapid rehousing funding. These funds can cover expenses like first and last month’s rent, deposits, and move-in costs. City of Goleta staff work with all of these agencies on a case-by-case basis to help people move into housing with private landlords.

### New Initiatives – Next Steps in Strategic Plan

To provide a rapid exit from homelessness, two areas need further effort – landlord engagement, and meeting the needs of people living in vehicles. The Neighborhood Services Department Staff have issued Requests for Proposals in these two areas to better plan for future programs and solutions.

#### Landlord Engagement

If there were a true housing market for all types of people, homelessness would not exist. In reality, market pressures have created a situation in Goleta (and most of California) where landlords can ask for top dollar for their units. There are simply not enough units to house everyone who wants to live in Goleta. Therefore, in order to house homeless people with

---

<sup>9</sup> <https://homelessness.ucsf.edu/our-impact/studies/california-statewide-study-people-experiencing-homelessness>

some kind of rental assistance or sufficient employment income to pay rent, willing landlords must be found.

Santa Barbara County currently has numerous programs in other jurisdictions that match landlords to formerly homeless people with enough income and support to move in. In June of 2024, the City of Goleta issued a Request for Proposals for a three-year program that will house 25 households in rental units somewhere between Gaviota and Carpinteria. The new program will provide landlords with incentives, insurance for any damages, and a 24-hour hotline to handle any emergencies. The program will also provide deposits for residents.

### Vehicle Resident Study

Recent research by experts in vehicular homelessness show that people living in vehicles have different needs and expectations than people living on the streets or in encampments.<sup>10</sup> Anecdotal evidence in the City of Goleta suggests that many of the people living in their vehicles in Goleta are often students, employed, or nomadic and living in Recreational Vehicles. These people, while technically homeless, will not require the same kinds of programs and services, nor may they be interested in moving into permanent housing in Goleta. In order to plan for what may be a growing population who seem to be choosing to live in vehicles, Neighborhood Services staff have created a request for proposals to conduct research on the size of this subpopulation and their needs as they differ from others who are homeless.

## Conclusion

Considering several measures including the numbers of people placed into both permanent and interim housing, the process of identifying, tracking, and serving people experiencing homelessness, and the large decrease in the number of law-enforcement engagements, the Goleta Homelessness Strategic Plan has demonstrated significant successes. While homelessness continues to be a problem, and the level of housing instability is increasing, Goleta has developed a response protocol that has made real improvements in the lives of people experiencing homelessness.

It is the intention of Neighborhood Services staff to report annually on the progress of this effort using the measures articulated by the Strategic Plan. The Strategic Plan should be revised and renewed after 5 years, in 2026. While it may be naïve to hope that Goleta will have achieved functional zero by this point, it is not an impossibility given the level of new housing being proposed. The question will be whether enough continued funding for rental assistance and social services will be maintained to continue the positive trends observed here.

---

<sup>10</sup> See: <https://anthropology.washington.edu/people/graham-pruss> and [https://www.rienner.com/title/Otherwise\\_Homeless\\_Vehicle\\_Living\\_and\\_the\\_Culture\\_of\\_Homelessness](https://www.rienner.com/title/Otherwise_Homeless_Vehicle_Living_and_the_Culture_of_Homelessness)



## Appendix

### History of City of Goleta Funding Support of Homelessness Prevention Efforts and Services

Fiscal Year	Organization	Services Provided	City Funding (Budgeted)
2023-2024	CityNet	Homeless outreach and referral	\$282,000 (General Fund)
2023-2024	Rental Housing Mediation Program (City of Santa Barbara)	Fair Housing and Rental Mediation with landlords and tenants – Prevention	\$60,000 (General Fund)
2023-2024	SBACT	Regional Action Planning	\$38,000 (General Fund)
2023-2024	PATH	Reservation of 2 emergency shelter beds	\$23,892 (General Fund)
2023-2024	Good Samaritan	Reservation of 4 emergency shelter beds	\$47,784 (General Fund)
2023-2024	New Beginnings Counseling Center	Outreach to people parking on streets	\$44,500 (General Fund)
2023-2024	Committee for Social Justice	Homeless outreach and referral	\$3,000 (City Grants)
2023-2024	Transition House	Transitional Housing for Homeless Families	\$7,000 (City Grants)
2023-2024	Showers of Blessing	Basic needs (showers, sanitation, and food) and referral	\$7,000 (City Grants)
2023-2024	People’s Self-Help Housing	Supportive Services (Prevention)	\$14,645 (CDBG)
2023-2024	New Beginnings Safe Parking Program	Interim Housing and Housing Navigation for people living in vehicles	\$14,645 (CDBG)
<b>Total 2023-2024 Budgeted Funding for Homeless Prevention/ Services</b>			<b>\$542,466</b>
2022-23	PATH	Reservation of 2 emergency shelter beds	\$20,000 (General Fund)
2022-23	Rental Housing Mediation Program (City of Santa Barbara)	Fair Housing and Rental Mediation with landlords and tenants-Prevention	\$40,066 (General Fund)
2022-23	Housing Authority of Santa Barbara County	Buena Tierra Permanent Supportive Housing	\$600,000 (ARPA)
2022-23	CityNet	Homeless outreach and referral and hotel rooms	\$250,000 (General Fund)
2022-23	SBACT	Regional Action Plan	\$28,250 (General Funds)
2022-23	Transition House	Emergency shelter for homeless families	\$7,100 (City Grants)
2022-23	Showers of Blessing	Basic needs (showers, sanitation, and food) and referral	\$5,000 (City Grants)
2022-23	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$11,989 (CDBG)

<b>Fiscal Year</b>	<b>Organization</b>	<b>Services Provided</b>	<b>City Funding (Budgeted)</b>
<b>Total 2022-23 Budgeted Funding for Homelessness Prevention/ Services</b>			<b>\$962,405</b>
2021-22	Flacks Seed Consulting	Homelessness Services Coordination	\$15,000 (General Fund)
2021-22	Rental Housing Mediation Program (City of Santa Barbara)	Fair Housing and Rental Mediation with landlords and tenants-Prevention	\$38,158 (General Fund)
2021-22	CityNet	Homeless outreach and referral and hotel rooms	\$190,000 (CDBG-CV)
2021-22	CityNet	Homeless outreach and referral and hotel rooms	\$340,556 (General Fund)
2021-22	PATH	Reservation of 2 emergency shelter beds	\$25,000 (General Fund)
2021-22	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$11,526 (CDBG)
2021-22	Transition House	Emergency shelter for homeless families	\$5,000 (City Grants)
<b>Total 2021-22 Budgeted Funding for Homelessness Prevention/ Services</b>			<b>\$625,240</b>
2020-21	SBACT	Regional Action Planning	\$16,250 (General Fund)
2020-21	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$6,447 (CDBG-CV)
2020-21	United Way	Emergency Rental Vouchers – Prevention	\$42,676 (COVID)
2020-21	Flacks Seed Consulting	Homelessness Services Coordination	\$30,000 (General Fund)
2020-21	Rental Housing Mediation Program (City of Santa Barbara)	Fair Housing and Rental Mediation with landlords and tenants-Prevention	\$32,750 (General Fund)
2020-21	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$11,276 (CDBG)
2020-21	Unitarian Society	Freedom Warming Centers	\$5,000 (City Grants)
2020-21	Showers of Blessing	Basic needs (showers, sanitation, and food) and referral	\$5,000 (City Grants)
2020-21	Transition House	Emergency shelter for homeless families	\$4,950 (City Grants)
2020-21	Transition House	Emergency shelter for homeless families	\$10,000 (CDBG-CV)
<b>Total 2020-2021 Budgeted Funding for Homelessness Prevention/ Services</b>			<b>\$164,349</b>

<b>Fiscal Year</b>	<b>Organization</b>	<b>Services Provided</b>	<b>City Funding</b>
2019-20	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$7,218 (CDBG)
2019-20	Showers of Blessing	Basic needs (showers, sanitation, and food) and referral	\$3,000 (City Grants)
2019-20	Transition House	Emergency shelter for homeless families	\$2,000 (City Grants)
2019-20	Unitarian Society	Freedom Warming Centers	\$5,000 (City Grants)
2019-20	Rental Housing Mediation Program (City of Santa Barbara)	Fair Housing and Rental Mediation with landlords and tenants-Prevention	\$36,341 (General Fund)
2019-20	PATH	Reservation of 2 emergency shelter beds	\$28,250 (General Fund)
2019-20	United Way (Home for Good)	Homelessness outreach and referral	\$7,400 (Support to Other Agencies)
2019-20	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$7,400 (Support to Other Agencies)
2019-20	Showers of Blessing	Basic needs (showers, sanitation, and food) and referral	\$7,400 (Support to Other Agencies)
2019-20	Transition House	Emergency shelter for homeless families	\$7,400 (Support to Other Agencies)
<b>Total 2019-2020 Budgeted Funding for Homelessness Prevention/ Services</b>			<b>\$111,409</b>
2018-19	Rental Housing Mediation Program (City of Santa Barbara)	Fair Housing and Rental Mediation with landlords and tenants-Prevention	\$36,341 (General Fund)
2018-19	Home for Good, Santa Barbara County	Homelessness prevention efforts and assistance to Restorative Policing Program	\$13,300 (Support to Other Agencies)
2018-19	Salvation Army	2 beds at transitional housing facility for Goleta homeless individuals	\$19,110 (Support to Other Agencies)
2018-19	Freedom Warming Centers	Emergency shelter for homeless during extreme climate conditions	\$5,000 (Support to Other Agencies)
2018-19	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$7,000 (CDBG and Goleta City Grant)
2018-19	Interfaith Initiative of Santa Barbara County	Showers of Blessing - free showers to the homeless	\$4,500 (Goleta City Grant)
2018-19	Transition House	Emergency shelter for homeless families	\$3,000 (Goleta City Grant)
<b>Total 2018-19 Budgeted Funding for Homelessness Prevention/ Services</b>			<b>\$88,251</b>

<b>Fiscal Year</b>	<b>Organization</b>	<b>Services Provided</b>	<b>City Funding</b>
2017-18	United Way of Northern Santa Barbara County	Support to C3H homelessness prevention efforts	\$5,500 (Support to Other Agencies)
2017-18	Salvation Army	2 beds at transitional housing facility for Goleta homeless individuals	\$25,550 (Support to Other Agencies)
2017-18	Freedom Warming Centers	Emergency shelter for homeless during extreme climate conditions	\$5,000 (Support to Other Agencies)
2017-18	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$5,000 (CDBG and Goleta City Grant)
2017-18	Transition House	Emergency shelter for homeless families	\$1,500 (Goleta City Grant)
<b>Total 2017-18 Funding for Homelessness Prevention/ Services</b>			<b>\$42,550</b>
2016-17	United Way of Northern Santa Barbara County	Landlord liaison program to assist people transitioning out of homelessness to rent affordable housing units	\$5,000 (Support to Other Agencies)
2016-17	Freedom Warming Centers	Emergency shelter for homeless during extreme climate conditions	\$5,000 (Support to Other Agencies)
2016-17	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$3,000 (CDBG)
2016-17	Transition House	Emergency shelter for homeless families	\$1,500 (Goleta City Grant)
<b>Total 2016-17 Funding for Homelessness Prevention/ Services</b>			<b>\$14,500</b>
2015-16	Central Coast Collaborative on Homelessness (C3H)	Landlord liaison program to assist people transitioning out of homelessness to rent affordable housing units	\$1,500 (Support to Other Agencies)
2015-16	Freedom Warming Centers	Emergency shelter for homeless during extreme climate conditions	\$5,000 (Support to Other Agencies)
2015-16	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$4,000 (CDBG and Goleta City Grant)
2015-16	United Way of Northern Santa Barbara County	Support to C3H homelessness prevention efforts	\$3,500 (Goleta City Grant)
2015-16	Transition House	Emergency shelter for homeless families	\$1,000 (Goleta City Grant)
<b>Total 2015-16 Funding for Homelessness Prevention/ Services</b>			<b>\$14,100</b>

<b>Fiscal Year</b>	<b>Organization</b>	<b>Services Provided</b>	<b>City Funding</b>
2014-15	Freedom Warming Centers	Emergency shelter for homeless during extreme climate conditions	\$5,000 (Support to Other Agencies)
2014-15	New Beginnings Counseling Center	Safe Parking Shelter and Rapid Re-Housing Services	\$2,000 (CDBG)
2014-15	United Way of Northern Santa Barbara County	Support to C3H homelessness prevention efforts	\$3,500 (Goleta City Grant)
2014-15	Transition House	Emergency shelter for homeless families	\$3,500 (Goleta City Grant)
<b>Total 2014-15 Funding for Homelessness Prevention/ Services</b>			<b>\$14,000</b>