



HOMELESS STRATEGIC ACTION PLAN

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2022 HOMELESS STRATEGIC ACTION PLAN SERVES AS A ROADMAP TO:

- Expand the impact of the County's housing and homeless programs
- Strengthen efforts amongst partners to make a collective impact
- Increase capacity within the County in partnership with our stakeholders



***Bloomington
Grove, 2021***

WRAPAROUND

SERVICES, PROGRAMS, AND HOUSING OPTIONS





COUNTY HOMELESS SERVICES

**County departments and
offices that touch
homelessness**

- Arrowhead Regional Medical Center
- Assessor-Recorder-Clerk
- First 5 San Bernardino
- Children and Family Services
- Community Development and Housing
 - Department of Aging and Adult Services – Public Guardian
 - Department of Behavioral Health
 - Department of Public Health
 - Department of Public Works
- San Bernardino County Fire Department
- Office of Homeless Services
- Probation Department
- Regional Parks
 - San Bernardino County Sheriff's Department
 - Transitional Assistance Department
 - Workforce Development Department



Moves from a collection of individual programs to a Countywide response that is strategic and data-driven to direct the allocation of resources, services, and programs to improve the quality of life of those who live, work, and play in San Bernardino County.

Source: Kania, J., & Kramer, M. (2011). *Collective Impact*. *Stanford Social Innovation Review*, 9(1), 36–41.
<https://doi.org/10.48558/5900-KN19>



COLLECTIVE IMPACT

Collective Impact describes an intentional way of working together to strategically align and strengthen efforts for the purpose of addressing a complex problem.



BEHAVIORAL HEALTH

Approximately 2 out of 10 individuals experiencing homelessness are living with a serious mental health condition, and 3 out of 10 individuals without a home are experiencing a substance use disorder.

Partners provide homeless outreach services

Source: County Behavioral Health Directors Association of California



THE PLAN

IS COMPRISED OF THREE INTERRELATED ACTIONS

- 1 Housing the Most At-Risk
- 2 Increasing Shelter Capacity
- 3 System Improvements





Chronic homelessness is defined as living with a disabling condition and homelessness for longer than a year, or in-and-out of homelessness at least four times over a three-year period.



ACTION 1

**HOUSING THE
MOST AT-RISK**



ACTION 1

HOUSING THE MOST AT-RISK

- Chronic homeless population potentially qualifies for permanent supportive housing and additional supports and services with housing/shelter
- High utilizers of safety net services such as healthcare, criminal justice, emergency response, and homeless services
- Serving homeless high utilizers of services costs an average of \$31,873 per person, per year

Source: An Analysis of Chronic and Veteran Homeless Cohorts in San Bernardino County: Fiscal Impacts and Market Demand for Sustainable Housing Solutions



Transitional Age Youth Center



ACTION 1

GOAL AND STRATEGIES FOR IMPLEMENTATION

In one year, 100 unsheltered high utilizers of services will exit homelessness with 65% entering into stable housing and 35% connected to services to support housing and safety. Implementation includes:

- Sharing data between departments to identify persons from each system that present a high usage of accessing care through unsuitable healthcare and criminal justice settings
- Integration of new and existing resources to support and provide the required care for ongoing stabilization
- Researching the implementation of alternative court-treatment oriented options such as Assisted Outpatient Treatment (Laura's Law) and the proposed Community Assistance for Recovery and Empowerment (CARE) Court



Moving Forward



ACTION 1

GOAL AND STRATEGIES FOR IMPLEMENTATION

(CONTINUED)

- Engaging County departments in the integration of the Lanterman-Petris-Short (LPS) conservatorship process for individuals in need of a restrictive to a least restrictive setting for stabilization toward independent living
- Partnering with municipalities to build a network of housing infrastructure capacity to treat and house the most at-risk populations in communities with the highest chronically homeless populations
- Deploying outreach and field-based mobile healthcare teams
- Facilitating opportunities for healthcare providers to meet unsheltered persons without existing street outreach and engagement teams when safe and appropriate
- Transitioning, based on the needs of each person, to the appropriate level of shelter and care



homeless
to Home

Sheriff's HOPE Team



ACTION 1

MEASURES OF SUCCESS

- 100 high utilizers of services will exit homelessness into a shelter with supports
- 60% increase in the number of individuals engaged in treatment services compared to the prior six-month period
- Comparison of type of shelter prior to exiting homelessness and how care and services are accessed



At Home Program



The Housing Inventory Count is a point-in-time inventory of provider programs within the Continuum of Care that provide beds and units dedicated to serve individuals experiencing homelessness and includes emergency shelter, transitional housing, hotel/motel vouchers, and seasonal emergency shelter.



ACTION 2

**INCREASING
SHELTER CAPACITY**



ACTION 2

INCREASING SHELTER CAPACITY

Although there have been increases in emergency shelter beds and motel vouchers, the need is outpacing the capacity:

- Year-round shelter beds are administered by providers in only eight municipalities:
 - Barstow, Big Bear Lake, Ontario, Redlands, San Bernardino, Victorville, Twentynine Palms, and Yucca Valley
 - 67% of unsheltered individuals live in those cities
- Four communities identified 50 or more unsheltered individuals and had no shelter bed capacity
 - Colton, Fontana, Rialto, and Highland
- From 2020 to 2022, there was a:
 - 6.6% (208) increase in the number of homeless individuals
 - 28.4% (209) increase in the number of sheltered homeless individuals



Pacific Village, 2021

Source: Housing Inventory Count Report and 2022 San Bernardino County Continuum of Care Homeless Count and Survey Final Report



ACTION 2

GOAL AND STRATEGIES FOR IMPLEMENTATION

The goal for increasing shelter capacity is to work with cities and other partners to increase the supply of year-round permanent shelter by 200 beds throughout the county to accommodate diverse populations. Strategies include:

- Partnering with municipalities/unincorporated areas for emergency/transitional shelters
- Reducing barriers to shelter
- Funding a variety of bed options
- Developing hotel/motel voucher programs
- Creating pop-up/mobile shelters
- Implementing a centralized monitoring system to support maximizing the use of available shelters



Pacific Village, 2021



ACTION 2

MEASURES OF SUCCESS

- Increase shelter bed capacity across the county by 40%
- Increase beds occupied by 200
- Increase low-barrier shelters



Bloomington Grove



Feedback from each stakeholder engagement session indicates that the primary need is to improve coordination across the entire continuum of the homelessness service system.



ACTION 3

**SYSTEM
IMPROVEMENTS**



ACTION 3

GOAL AND STRATEGIES FOR IMPLEMENTATION

The goal for system improvements is to improve the overall functioning of the Coordinated Entry System (CES).

- Implementing an integrated No Wrong Door approach
- Implementing an integrated approach for mapping and data visualization via Geographic Information System (GIS)
- Establishing a Coordinated Outreach Resources and Engagement Program
- Expanding Housing Search by increasing the number of housing locators



Point-in-Time Count, 2022



ACTION 3

GOAL AND STRATEGIES FOR IMPLEMENTATION continued

- Advancing the development of a by-name list of all individuals experiencing homelessness
- Conducting weekly case conferencing meetings to identify housing interventions
- Using data based on CES performance to ensure individuals are matched timely with interventions



Point-in-Time Count, 2022



ACTION 3

MEASURES OF SUCCESS

- Improvements in the length of time from entry into by-name list to the Coordinated Entry System
- Improvements in the length of time from entry into the Coordinated Entry System to appropriate service connections and appropriate temporary and/or permanent housing options



20



HOPE Team, 2022



RECOMMENDATIONS:

1. Approve the San Bernardino County Homeless Strategic Action Plan and direct the Chief Executive Officer and Deputy Executive Officer of Community Revitalization to collaborate with a variety of public and private stakeholders to implement the strategic action plan for a collective impact approach to prevent and reduce homelessness.
2. Direct the Chief Executive Officer and Deputy Executive Officer of Community Revitalization to consider new pilot projects and programs to serve the County's most vulnerable populations, prioritize investments in affordable housing options, and assist in the development of evaluation and monitoring of implementation goals and strategies.
3. Provide direction to the Chief Executive Officer and Deputy Executive Officer of Community Revitalization to align County resources for increased coordination to expand the County's housing and homeless programs to make a collective impact and for the implementation of the San Bernardino County Homeless Strategic Action Plan.

HOMELESS STRATEGIC ACTION PLAN



THANK YOU



Questions
