

# **“Partners for Progress” Summary & Outcomes**

September 1, 2007

## **Overview**

On July 17<sup>th</sup> 2007, community members within Santa Barbara county came together to strategize how to provide housing and supportive services to those people in our communities who are chronically homeless. Discussing the future possibilities were professionals representing Developers/Property Managers, Program and Service Providers, Financial Supporters (Public Agencies and Foundations), local municipalities and others. The goals of this workshop were to:

1. Educate participants on the fiscal, organizational and functional opportunities related to supportive housing
2. Provide networking opportunities to facilitate future partnerships
3. Develop a list of new project sites with associated development and management partners and funding sources that include capital, operational and service costs.
4. Compile a list of projects currently in development identifying location, partnerships and numbers of beds
5. Develop a list of existing housing that could be secured and accessed relatively quickly (e.g., through Masterleasing) with identified operational and service partners and sources of sustainable funding

The planning committee consisted of professionals county-wide from a diverse set of agencies and organizations and included:

- Don Olson, City of Santa Barbara
- Roger Heroux, Santa Barbara County 10 Year Plan to End Chronic Homelessness
- Sue Gray, City of Santa Barbara Redevelopment Agency
- Jeannette Candau, City of Santa Barbara Planning
- Rob Pearson, Housing Authority of Santa Barbara
- John Truman, County Alcohol, Drug & Mental Health
- Cuco Rodriguez, County Alcohol, Drug & Mental Health
- Mike Foley, Casa Esperanza
- Mike Sederholm, County Housing and Community Development
- Kathy Baushke, Transition House
- John Buttny, 10 Year Plan to End Chronic Homelessness/Casa Esperanza
- Jennifer Newbold, Work Training Programs, Inc.
- Sue Ehrlich, Lompoc Housing and Community Development Corporation
- Sylvia Barnard, Good Samaritan Shelter

This group was able to secure access to Federal, State and local resources to serve pro bono as guest presenters including Neil McGuffin, Senior Program Manager at the Corporation for Supportive Housing and Enoch Yeung from State HCD.

The workshop provided information including the goals and background of the Ten-Year Plan to End Chronic Homelessness in SB County and its connection to this effort. Several of the attendees participated in the drafting of that Plan and know about “permanent supportive housing” for the chronic homeless, including the substantial unmet need. Other participants were new to the issues and were provided with information and resources to consider how best to link resources to this need.

The following Vision and Mission of the 10 Year Plan was highlighted and used as the basis for discussion and purpose for the group.

Vision: The communities of Santa Barbara County join together to creatively build on “what works” to end chronic homelessness by 2017.

Mission: Enhance the quality of life for all county residents as chronic homelessness is eradicated through focus on services, treatment, supportive housing, and healthy relationship for all chronically homeless people.

### **Themes and Highlights:**

- I. **Pipeline Projects:** The group produced a list of projects in the pipeline due to be developed primarily in 2007 – 2010. The list is attached and includes locations, target population(s), number of units, budget & funding sources, agencies and partners involved and estimated occupancy. (See spread sheet.)
  
- II. **Issues in providing “Permanent Supportive Housing”:** The group explored some of the challenges inherent in providing “permanent supportive housing” highlighting that the target population can be most difficult to serve. Common characteristics include:
  - low-income
  - mental illness
  - physical illnesses
  - substance abuse problems
  - some are anti-social
  - having outstanding warrants
  - living meal to meal

Given that the “supportive housing” model depends on having trained staff providing supportive services on-site 24/7, it was noted that in most cases, housing developers/providers do not have the organizational capacity, nor do they want to create the staff capacity, to be able to provide the level of supportive services typically required by the chronic homeless people. Similarly, most organizations that provide 24/7 type supportive services are not housing developers. Therefore, the great majority of the successful models for producing this type of housing are those which came about through partnerships between housing developers and supportive service providers.

- III. **Financial Issues & Funding:** Developers and Service Providers identified key obstacles in funding. Participants were reminded about the three prongs of needed funding: Capitol, Operational and Services. Ideas discussed included:
  - Funding for services – There is a pattern of being able to secure the funding to build projects and/or units, but then service dollars are difficult to secure - and to maintain.
  - The community is experiencing a lack of clarity and uncertainty about how Prop 63/MHSA funds can be used for these services. This included a key question and concern about the current plan given that it focuses services in 1 area/region (Lompoc) when other areas are also important.
  - Additional Questions:
    - Can Capital subsidy be changed to Operating, and, vice versa?
    - How can MHSA funding be used to leverage MediCal (i.e., Santa Cruz)
  - Potential savings were outlined when housing and supportive services are available and working effectively. For agencies including law enforcement and hospitals, examples of current costs associated with chronically homeless when they are not connected to supportive services per year include:
    - Cottage Health Systems estimating over \$7 million

- Marion \$350k+
- Lompoc \$155K
- Santa Barbara County Sheriff's Department estimated \$4.7 million to house homeless who have violated some law or ordinance, but likely would not have with appropriate intervention

## **Outcomes & Next Steps:**

1. A summary of the Supportive Housing workshop will be distributed to the Governing Board of the 10-Year Plan.
2. Attendee feedback was positive and a desire was expressed to continue this type of collaborative work and continue to focus on identified needs, projects and ideas generated from the session.
3. The planning group agreed that the supportive housing development group should be a subcommittee of the 10-Year Plan. Roger Heroux will check with County staff either in Alcohol Drug & Mental Health or Housing and Community Development to see if they are able to facilitate this subcommittee.
4. A commitment was made by Cuco Rodriguez, MHSA Project Manager from County ADMHS, to include the information and input obtained from this workshop as part of the stakeholder process of MHSA. He also noted that the housing component of MHSA is yet to be determined by the State.
5. People agreed to pursue funding opportunities including:
  - Jennifer B. is planning to apply to Human Services
  - Rob P. will apply to MHP program along with coupling with 9% tax credit + application
  - Isabel B. will explore issues related to a "Substance Abuse Tax" (e.g., for those on General Relief)
  - Mental Health Association – has contacts who have housing to lease, but need service providers
6. Other ideas for identifying units:
  - Possibility of "gifting" housing
  - Partnerships with homeowners who want to rent out their units
  - Target existing areas/units
7. Annual basis a committee should review changes in funding streams including to start a "Development Team" that will watch the Real Estate Market, changes in rental rates, etc.
8. Political Will: There is a need to identify who can/will communicate with the various City leaders and advocate actively for funding for these needs
9. Ideas for funding for Supportive Services:
  - Develop businesses that are run as training programs – "Social Enterprise" for skills development and to engage with State EDD or Work Force Investment
  - Pursue State Office of Rehabilitation as source of funding

### Available Documentation:

- Notes from workshop discussion
- Grid of projects in the pipeline
- Summary of workshop evaluations

# Notes from Discussions "Partners in Progress" June 13<sup>th</sup>, 2007

**\*\*Input from this meeting will be considered as part of the stakeholder process of MHSA.**

**Note: To date, the State MHSA process re: the Housing Component is still to be determined.**

## ***Worksheet #1: Identification of Pipeline Projects, Obstacles, Issues & Concerns***

### **1. Housing development projects (new construction or acquisition, rehab/conversion) considered to be "in the pipeline" that:**

- a) are targeted to the chronically homeless;
- b) could become targeted to the chronically homeless if certain conditions were met; or
- c) are important projects even though they don't directly target the chronically homeless population?

**\*\*See spreadsheet for:**

- the names,
- locations/regions,
- stages/phases of development,
- sources of financing,
- projected dates for occupancy

### **2. What are the primary obstacles, issues and/or concerns being experienced with regard to those projects identified?**

- a. Funding for services – Can build projects units – service \$\$ is not as easily accessed
- b. Uncertainty about how Prop 63/MHSA funds can be used for services (i.e., can the current plan be modified?) to deal with the issue that MHSA funded services are being delivered to 1 area/region. But, other sites are just as important.
- c. Can Capital subsidy be changed to Operating? (& vice versa?) – MHSA \$\$
- d. How can MHSA \$\$ be used to leverage MediCal (i.e., Santa Cruz)
- e. SBMHA Project – will need supportive services – 19 – 20 CH

## ***Worksheet # 2: Addressing Obstacles, Issues & Concerns & Action Steps***

***Given your experience along with the information provided today, what linkages and partnerships can be made to address obstacles, issues and concerns identified?***

**Reminder: There are three prongs of needed funding: Capitol, Operational and Services**

- Sanctuary House/W. Anapamu St, SB
- AUHAY/ off Hollister – WTP, Goleta
- Other potential sponsors: Phoenix House, Neal House, Light House, Mission House
- Cottage Hospital – respite care facility with limited medical care w/ Visiting Nurses and a clinic w/MD's for basic medical services
- County MIA \$\$

**Obstacles:**

- a. funding gap for services and operating subsidy
- b. no system is in place to ensure funding (e.g., MHSA)
- c. Don't want to take existing apartment buildings off the market, however, buying buildings enforces rent control
- d. "Political Will" to end homelessness doesn't exist enough to support change and funding
- e. Medical marijuana is someone a draw to CA for homeless folks
- f. Need to identify program to get people jobs
- g. Cottage Hospital, County - labor intensive businesses
- h. Start job training by encouraging "volunteerism"
- i. County-wide Bond issue for services
- j. What about people with addictions? Are there models for projects that allow for alcohol use? Or, legitimate medical need?
- k. Noed (sp? – "Known"?) substance abuse engagement on the street and finding source
- l. PHF System is not working
- m. Explore the rules and regulations to qualify clients for Social Security/MediCal
- n. Outreach needs:
  - To connect people who are on the street to services
  - To connect people to SH opportunities
  - Trained people who have heart
- o. Need for funding stream(s) for social service components of SH projects
  - MHSA
  - Build into Operating Budgets
  - Charitable contributions
  - MediCal/MediCAid (through County contract ½ + ½ General Fund)

---

**List resources and programs to maximize service and coordination to minimize redundancy:**

- a. Jennifer B. is planning to apply to Human Services
- b. Rob P. will apply to MHP program along with coupling with 9% tax credit + application
- c. Isabel B. will explore issues related to a "Substance Abuse Tax" (e.g., for those on General Relief)
- d. Need to improve communication
- e. Can (ret – sp?) \$\$ in for service clinical coordination (HCD) as part of Operating Budget
- f. Local planning process for MHSA needs improvement – can we change the plan?

- g. Mental Health Association – has contacts who have housing to lease, but need service providers
- h. Possibility of “gifting” housing
- i. Partnerships with homeowners who want to rent out their units
- j. Target existing areas/units
- k. Annual basis a committee should review changes in funding streams
- l. Start a “Development Team” that will watch the Real Estate Market, changes in rental rates, etc.
- m. Talk to City leaders and advocate actively for funding for these needs
- n. MHSA planning process needs to be re-opened to focus on homelessness – MHSA \$\$ can be used for just housing support
- o. Develop businesses that are run as training programs – “Social Enterprise” for skills development and to engage with State EDD or Work Force Investment
- p. Pursue State Office of Rehabilitation as source of funding
- q. Connect clients with job placement and learning skills
- r. List current services to optimize partnerships and access
- s. Housing problem could be solved w/ HA + development resources – Development Team to track market and time actions

**Other Ideas / Actions Identified and Suggested:**

1. Create teams to act on leasing and purchasing opportunities
2. Pursue Masterleasing, purchasing & Land Banking
3. IVRDA – Housing Authority purchased 24 units bldg.
4. Lompoc – Has enough land + purchasing opportunities to meet TYP 2016 goal of 130 units
5. 1031 Tax Exchanges coming due
6. New Town of Betteravia? Long term?
7. Land banking – long term
8. Commercial properties/conversions
9. Who should be developing new Affordable Housing?
10. Developers – commercial, non-profits/CBO’s, Housing Authorities?
11. Establishing priorities in Governmental Jurisdictions for housing we need
12. 2017 Chapala – MHA Fellowship Club for sale – needs partnership for purchase – City Housing Authority? 8 – 10 units
13. Increase political will to end homelessness
14. Understand and work with the “Political Road Map” – For example, in Santa Maria, there are properties secured for development and with the decline in the market, development has delayed construction – Actions should include building proposals to engage these sites
15. Educate Brokers & Realtors
16. Establish priorities for housing needs – regionally

17. Econ Development – Good Sam training res in Kirtdrn – Café?
18. Investigate how non-profit organizations might combine facilities (increase inventory) to optimize use/space – minimize overhead
19. Identify sites for development
20. Need = Respite care for hospital exits
21. Consider a Bond issue to fund and support services

---

**Highlight notes from Panelists: What did they do that helped their projects to be successful, as well as, what current challenges/issues are those projects still facing.**

- Accessing Entitlement programs and services – working with Planners to link
- Negotiated with the City of Santa Barbara for acquisition funds
- Worked with County Mental Health Services and Work Training Programs (WTP)
- Pursuing constructive and positive relationships with the cities
- Securing funding for acquisition – leveraging for State \$\$, Tax Credits, Property owners
- The “Entitlement” process can be educational and useful
- Collaboration w/ Housing Authority
- Need for more program \$\$ - including for conferences, etc.
- “Adopt-a-Room” worked really well
- Substance abuse services/treatment are essential elements to consider

---

“BIN” Issues Identified:

1. 10-Year Plan (John B)
2. Clean & Sober Housing (Isabel B)

---

**Guest Presenters Contact Information:**

- Neil McGuffin, Senior Program Manager, Corporation for Supportive Housing  
800 S. Figueroa St. Suite 790, Los Angeles, Ca. 90017  
213-623-4342 x.107; Fax: 213-623-4382  
www.csh.org
- Enoch Yeung, State HCD,  
916.327.8887  
eyeing@hcd.ca.gov
- Cuco Rodriguez, MHSA Project Manager, County ADMHS  
681.4505; Mobile: 403.6228  
cucorodriguez@co.santa-barbara.ca.us