ACTION TWO: INCREASING SHELTER CAPACITY

A MULTITUDE OF TRAUMA-INFORMED APPROACHES AND STRATEGIES WILL BE DELIVERED:
- Building partnerships with nonprofits and the county’s existing shelter system
- Utilizing the experience and resources of others
- Implementing trauma-informed approaches across the board
- Focusing efforts on areas where the impact will be the greatest

MEASURES OF SUCCESS INCLUDE:
- Deployed:
  - Approaches and strategies will be increasing shelter capacity
  - Evaluation of shelter capacity and bed availability

ACTION ONE: HOUSING THE MOST AT-RISK

The Homelessness Plan defines AT-RISK as a person on the road to recovery and building trust, often taking an average of 72 encounters before an engagement occurs. AT-RISK individuals can experience homelessness and the length of time spent homeless.

The strategies for implementation include:
- Developing a comprehensive plan to address the needs of AT-RISK individuals
- Creating systems to identify and engage AT-RISK individuals

The strategies for implementation will:
- Increase the number of AT-RISK individuals served
- Improve the engagement rate among AT-RISK individuals
- Create a system to monitor and evaluate outcomes

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HIGHLIGHTED BELOW:
- DATA RELATED TO THIS POPULATION ARE HIGHLIGHTED BELOW:
- In 2021, 1,207 individuals in San Bernardino County were identified as AT-RISK. This number represents a 32% increase from 2020. The number of AT-RISK individuals is expected to continue to increase as more individuals become aware of the resources available to them.
- AT-RISK individuals are more likely to exit homelessness and stay off the streets if they receive the necessary support and resources.

ACTION THREE: HOUSING THE MOST VULNERABLE

The Homelessness Plan defines MOST VULNERABLE as a person experiencing homelessness who is particularly vulnerable due to age, medical condition, mental health, or other factors.

The strategies for implementation include:
- Creating systems to identify and engage MOST VULNERABLE individuals
- Providing specialized services and supports to MOST VULNERABLE individuals

The strategies for implementation will:
- Increase the number of MOST VULNERABLE individuals served
- Improve the engagement rate among MOST VULNERABLE individuals
- Create a system to monitor and evaluate outcomes

HIGHLIGHTED BELOW:
- DATA RELATED TO THIS POPULATION ARE HIGHLIGHTED BELOW:
- In 2021, 2,430 individuals in San Bernardino County were identified as MOST VULNERABLE. This number represents a 10% increase from 2020. The number of MOST VULNERABLE individuals is expected to continue to increase as more individuals become aware of the resources available to them.
- MOST VULNERABLE individuals are more likely to exit homelessness and stay off the streets if they receive the necessary support and resources.

ACTION FOUR: HOUSING THE MOST AT-RISK

The Homelessness Plan defines AT-RISK as a person on the road to recovery and building trust, often taking an average of 72 encounters before an engagement occurs. AT-RISK individuals can experience homelessness and the length of time spent homeless.

The strategies for implementation include:
- Developing a comprehensive plan to address the needs of AT-RISK individuals
- Creating systems to identify and engage AT-RISK individuals

The strategies for implementation will:
- Increase the number of AT-RISK individuals served
- Improve the engagement rate among AT-RISK individuals
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EXECUTIVE SUMMARY

CONCLUSION

The need to build a clinic has been present. Implementation of the Plan will help with bridging the gap between the clinic and the community, offering an innovative approach to housing development and connecting individuals to services. Implementation will require increased effort, new partnerships, and innovative strategies that require the entire community to engage. It is expected that with the clinic, activities, and efforts implemented in the community, the system will reduce both the burden of individuals and families, who experience homelessness, and the cost of health care.
The 2022 Homeless Strategic Action Plan's intention is to increase coordination, accessibility, and efficiency of our efforts across the board to continuously improve as we invest in affordable housing options for our neighborhoods, local economy, and livability of communities throughout the County. The Plan for 2022, Homeless to Home: A Roadmap to Self-Sufficiency, illustrates an array of expansive services, programs, and housing options to increase self-sufficiency for individuals experiencing or at risk of homelessness. It provides an overview of the continuums of services, supports, shelter options, and the average duration of stay at the core continuums along the continuum. The Plan’s focus will be on stabilization, recovery or diversion, to support community safety and increased access to services and supports across the continuum.

The Plan is comprised of three interrelated actions:housing the most vulnerable; increasing shelter capacity; and systems implementation. The components of each action are detailed in the following sections.

### Homelessness is a priority for intervention.

Homelessness and living with one or more disabling conditions such as mental health or physical disabilities among our most vulnerable residents.

As the individual level of risk and utilization of services increases, so does the intensity along the continuum. As the individual level of risk and utilization of services increases, so does the intensity along the continuum.

### IMPACT APPROACH

A COLLECTIVE IMPACT APPROACH

The Plan for 2022, Homeless to Home: A Roadmap for Self-Sufficiency, illustrates an array of expansive services, programs, and housing options to increase self-sufficiency for individuals experiencing or at risk of homelessness. It provides an overview of the continuums of services, supports, shelter options, and the average duration of stay at the core continuums along the continuum.

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### SELF-SUFFICIENCY

The Plan for 2022, Homeless to Home: A Roadmap to Self-Sufficiency, illustrates an array of expansive services, programs, and housing options to increase self-sufficiency for individuals experiencing or at risk of homelessness. It provides an overview of the continuums of services, supports, shelter options, and the average duration of stay at the core continuums along the continuum.

### MORE SUPPORT

- **Permanency Support Housing**
- **Transitional Housing**
- **Interim Housing**
- **Rapid Re-Housing**
- **Emergency Shelter**
- **Diversion**
- **Prevention**
- **Outreach Activities**
- **Rental Assistance**
- **Shared Housing**

### LESS SUPPORT

- **Emergency**
- **Shelter**
- **Transition**
- **Shared**
- **Rental**
- **Interim**
- **Rapid**
- **Permanent**
- **Homelessness**

### MEASURES OF SUCCESS INCLUDE:

**Outcomes:**

- In a review of feedback from each stakeholder engagement session, a primary need identified was improving input/output measures of success.
- Process reviews conducted to continuously improve the system.
- Demographics of individuals and families being assisted, including where services were provided.
- Improvements in the length of time from entry into by-name list to CES and increased access to services and supports across the continuum.
- Conducting weekly case conferencing meetings to identify and recommend strategies for continuous improvement.
- Improving and implementing a by-name list of all individuals experiencing homelessness.
- Advancing the development of a by-name list of all individuals experiencing homelessness.
- Establishing a Coordinated Outreach Resources and Engagement (CORE) software for mapping and data visualization, and location services.
- Implementing an integrated approach to solving local unsheltered and chronic homelessness by weaving together all outreach and engagement activities and data through Esri’s ArcGIS (Geographic Information Systems) platform.
- Sheltered homelessness by weaving together all outreach and engagement activities and data through Esri’s ArcGIS (Geographic Information Systems) platform.
- Developing and piloting innovative services within sheltered communities as a model to expand program replication.

**Inputs:**

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- Developing and piloting innovative services within sheltered communities as a model to expand program replication.
ACTION TWO (CONTINUED)
INCREASING SHELTER CAPACITY
A MULTITUDE OF TRAUMA-INFORMED APPROACHES AND STRATEGIES WILL BE DEPLOYED:
• Building partnerships with neighborhoods and the community
• Conducting outreach programs and public health campaigns
• Developing a comprehensive housing plan
• Providing resources for basic needs
• Ensuring access to legal services
Outcomes:
• Increased trauma-informed care by 50% by year-end
• Increased overall housing stability

THE STRATEGIES FOR IMPLEMENTATION INCLUDE:
• Creating trauma-informed approaches
• Increasing beds occupied by 200
• Increasing shelter bed capacity across the county by 40%, as measured by the use of available shelters.
• Developing innovative pilot programs that improve community safety, items, greater privacy, allowing access to service delivery partners, and developing hotel/motel voucher programs that include jurisdictions in the Continuum of Care (CoC) that provide beds and units from 164 beds in 2017 to 243 in 2022.
• Due to the lack of a centralized tracking system, coupled with the vast geography of the county acting as a barrier to access, on any given night, 18% of shelter beds remain vacant.
• The total number of beds provided by motel vouchers increased 48% from 130 beds in 2017 to 196 in 2022.
• The categories include unsheltered and sheltered individuals as described below:
  - 35% were over 60 years of age
  - 25% were male
  - 8% were female
  - 4% were children
  - 65% entering into stable housing and 35% connected to services to support housing and safety.

Tuesday, June 20, 2022
At the Board of Supervisors meeting, the United States Department of Housing and Urban Development (HUD) unveiled a strategic action plan to address the growing crisis of homelessness in San Bernardino County.

The plan, titled “Homeless Strategic Plan 2022,” calls for a multi-faceted approach to address the root causes of homelessness and to provide immediate relief to those in need.

The plan includes several key actions:
• Increasing shelter capacity by 200 beds per year
• Implementing trauma-informed care for all individuals in the system
• Developing innovative pilot programs that improve community safety
• Partnering with municipalities to build a network of housing infrastructure
• Researching the implementation of alternative court-treatment oriented interventions
• Establishing a multi-sectorial committee to conduct biweekly case conferencing

The plan is expected to be implemented over the next 10 years, with a focus on increasing housing stability and providing access to needed services.

The plan is a significant step forward in the effort to end homelessness in San Bernardino County and is a testament to the commitment of the county and its partners to address this issue.

CONCLUSION
The need for a bold action has never been greater. Implementation of the Plan is critical to creating a safer environment for all and to ensuring that those who need help are provided with the support they need. The United States Department of Housing and Urban Development (HUD) is committed to working with local and state partners to make the Plan a reality.

Read more about the Plan and its development at HomelessToSaecounty.gov.
**ACTION TWO (CONTINUED)**

**INCREASING SHELTER CAPACITY**

A MULTITUDE OF TRAUMA-INFORMED APPROACHES AND STRATEGIES WILL BE DEPLOYED:

- Building partnerships with key stakeholders and the community
- Developing creative, trauma-informed solutions
- Solutions will be implemented in an approach to reduce violence and stressors
- Develop and implement trauma-informed training for all system participants to protect in part to reduce stigma and isolation

**HIGHLIGHTS BELOW:**

DATA RELATED TO THIS POPULATION ARE

**OUTPUTS:**

- General turnover rate from 67% to 9%
- 100% of staff will be trained on informed approaches
- 100% of staff will be trained in basic trauma
- 100% of staff will be trained in Multidisciplinary Training and Trauma-informed:

**MEASURES OF SUCCESS INCLUDE:**

- Improved survival rate of 100% of individuals who engage in treatment
- 100% of staff will be trained in LEAP, Motivational Interviewing, and 10% of shelters will create low-barrier policies
- Increase utilization rate from 87% to 95%
- Year-round permanent shelter and emergency shelter
- Training shelter staff and outreach teams in evidence-based processes such as trauma-informed approaches
- Developing hotel/motel voucher programs that include jurisdictions in unincorporated areas to host emergency/transitional shelters, safe housing, and support services

**THE STRATEGIES FOR IMPLEMENTATION INCLUDE:**

- Developing hotel/motel vouchers paid by an organization or agency, and seasonal programs within the Continuum of Care (CoC) that provide beds and units for unsheltered persons
- Four communities identified 50 or more unsheltered persons in their unsheltered persons living in those cities.
- In one year, 100 unsheltered high utilizers of services will exit homelessness, with the support they need to stabilize, begin healing, and exit homelessness in less than a year.

**OUTCOMES:**

- The total number of beds provided by motel vouchers increased 48% from 58 beds in 2017 to 243 in 2022.
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- The number of emergency shelter beds increased by 92% from 164 beds in 2017 to 314 beds in 2022.
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**THE FOLLOWING TRENDS:**

- The number of shelter beds are available by provers in eight right regions.
- The San Bernardino, Riverside, and Imperial, California, San Francisco, Los Angeles, and Santa Clara, Shelter beds and services.
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**THE STRATEGIES FOR IMPLEMENTATION INCLUDE:**

- Improving access to emergency services and support and access to the problem of instability using a shelter-based approach
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**GOAL:**

- preamble to the need for bold action has never been greater. implementation of the plan includes strategies that will break the cycle of chronic homelessness and promote health and well-being for all individuals affected by homelessness.
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**ACTION ONE (CONTINUED)**

**HOUSING THE MOST AT-RISK**

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**ACTION ONE**

**HOUSING THE MOST AT-RISK**

The United States Department of Housing and Urban Development (HUD) maintains a twofold objective and for considering a person homeless. The objective is to identify and prioritize service providers and setting the highest chronically homeless populations.

- As an unsheltered person resides in a place not made for human habitation, including, but not limited to, the great outdoors, woods, garages, and abandoned buildings.
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**MEASURES OF SUCCESS INCLUDE:**

- 100 high volume of service-requiring persons have been identified.
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**OUTCOMES:**

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**DATA RELATED TO THIS POPULATION ARE HIGHLIGHTED BELOW:**

In 2021, 1,027 individuals in San Bernardino County were identified as chronically homeless.

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ACTION TWO (CONTINUED)
INCREASING SHELTER CAPACITY
A MULTITUDE OF TRAUMA-INFORMED APPROACHES AND STRATEGIES WILL BE DESIGNED TO BUILD RELATIONSHIPS WITH COMMUNITIES IN A DIVERSE COUNTY TO DECREASE THE NUMBER OF INCREASED SHELTER NEEDS.

OUTCOMES:
• Create a countywide center of excellence for trauma-informed care.
• Ensure that 100% of shelters will be trauma-informed.

• Reduction of 10% in the number of unsheltered persons per year.

• A 50% increase in the number of permanent shelter beds.

ACTION ONE (CONTINUED)
HOUSING THE MOST AT-RISK
GOAL:
In the 2022 plan, 120 high-quality units of housing were in place to impact the chronically homeless.

THE STRATEGIES FOR IMPLEMENTATION INCLUDE:
• Developing new strategic approaches to housing the most at-risk individuals.

• Creating a comprehensive housing plan to address existing gaps in the continuum of care.

• Collaborating with cities, county organizations, and other partners to increase the supply of permanent shelter.

• Identifying gaps in system access to obtain or create a comprehensive network of housing options.

• Implementing strategies to address the needs of individuals experiencing homelessness.

• Utilizing innovative approaches to increase access to permanent housing.

• Increasing partnerships and innovative strategies that require the engagement of a variety of stakeholders.

• Strengthening community support and collaboration to build a more resilient and responsive system.

ACTION THREE (CONTINUED)
INNOVATIVE LOW-BARRIER SHELTER SOLUTIONS WILL BE FUNDING A VARIETY OF BED OPTIONS TO INCREASE SINGLE-ROOM AND SINGLE-BED SHELTER CAPACITY.

• Longer and more flexible stays to create more low-barrier shelters.

• Reduction of barriers to shelter such as allowing pets, storage of personal belongings, and greater privacy.

• Access to service delivery partners, and increasing partnerships.

• Test innovative low-barrier shelter solutions, and increase partnerships.

• Developing innovative pilot programs that improve community safety, places to park with access to hygiene, and supportive services.

• Leveraging County funds to build a network of housing infrastructure for accountability for everyone including the individual suffering from untreated behavioral health conditions.

• Partnering with municipalities to build a network of housing infrastructure acting as a barrier to access, on any given day.

• Engaging County departments in the integration of Lanterman-Petris-Short, Community Assistance for Recovery and Empowerment (CARE) Court.

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ACTION TWO
CONTINUED
INCREASING SHELTER CAPACITY
A MULTITUDE OF TRAUMA-INFORMED APPROACHES AND STRATEGIES WILL BE DEPLOYED.

Building on partnerships with communities and the county’s networks, ACTION TWO will
increase the supply of year-round permanent shelters and emergency shelter.

Outcomes:

• Increase shelter capacity across the county to at least 80% or 140,000 beds
• Provide enough shelter beds across the county for all emergency shelter needs
• Increase shelter capacity through innovative programs

Outputs:

• Increase the number of shelter beds
• Increase the number of emergency shelter beds

MEASURES OF SUCCESS INCLUDE:

Outputs:

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MEASURES OF SUCCESS INCLUDE:

1. 100 high volumes of services not homeless
2. 100 high volumes of services not homeless
3. 100 high volumes of services not homeless
4. 100 high volumes of services not homeless

DATA RELATED TO THIS POPULATION ARE HIGHLIGHTED BELOW:

In 2021, 1,127 individuals in San Bernardino County were identified as experiencing housing instability. 846,000 individuals in San Bernardino County experience housing instability, resulting in an average cost of serving housing instability.

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Community Revitalization, with strategic direction from the Board of Supervisors, will work to take a coordinated, collective approach to achieving a countywide response that is strategic and data-driven to direct how best to allocate resources, services, and programs to prevent and reduce homelessness. Community Revitalization Services in July 2021 as a concerted effort to focus on strategic and continuous improvement to prevent and reduce homelessness.

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HOMELESS TO HOME: A ROADMAP FOR SELF-SUFFICIENCY

The Plan for 2022, Homeless to Home: A Roadmap to Self-Sufficiency, illustrates an array of revamped services, programs, and housing options aimed at increasing self-sufficiency for individuals experiencing or at risk of homelessness. It provides an overview of the continuum of services, supports, shelter options, and the average duration for each of the ten categories along the continuum. At the individual level of risk and collection of services accessed, due to the intensity of services and supports from less support to most support. Each component or intervention: Roadmaps is delivered via a combination of contracted provider agencies, County departments, local and county-based organizations, municipalities, and/or community partners working together.

We envision a San Bernardino County where, through partnership, we prevent and reduce homelessness.

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The Plan is comprised of three interrelated actions:

ACTION THREE: SYSTEM IMPROVEMENTS
In September 2021, San Bernardino County Community Partnerships was established through a combination of Community Development and Housing and the Office of Homeless Services. In July 2021, a collaborative effort to focus on strategic and coordinated responses to prevent and reduce homelessness. Community Partnerships will be a primary entity of the County to increase the supply of affordable housing and support services to help individuals achieve a positive, healthy, and stable life. The effort includes partnerships with several other County departments (e.g., Sheriff, Human Resources, etc.) that have a role in addressing homelessness. The 2012 Homeless Strategy: Action Plan introduces a new mechanism to ensure stakeholders from the Community, youth, veterans, families, and the County department, faith- and community-based organizations, and others coordinate efforts among partners to react to a collective impact. Collaboration through an action plan addresses stakeholders’ needs and strengthens the effort to the provision of achieving a common goal. It builds a collaborative network, establishing a more cohesive collection for generating collective impact. The goal is a stronger impact through clear strategies and collaboration to ensure everyone’s safety, services, and programs that improve the quality of life for all those who reside, work, and play in San Bernardino County.

A VARIETY OF STRATEGIES WILL BE IMPLEMENTED, including but not limited to:

• Using the data obtained from CoC’s annual comprehensive review of 2015 homeless and housing services, and the average duration for each of the ten categories along the continuum.

• Designing and piloting innovative services within alternative centers as a transitional strategy.

• Interventions to immediately address those who live, work, and play in San Bernardino County.

• Conducting weekly case conferencing meetings to identify and recommend the placement.

• Conducting Coordinating outreach programs.

• Establishing a Coordinated Outreach Resources and Engagement (CORE) Program.

• Using the data obtained from CoC’s annual comprehensive review of 2015 homeless and housing services, and the average duration for each of the ten categories along the continuum.

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MEASURES OF SUCCESS INCLUDE:

• Outcomes: In the flow of these three areas into every community. In 2021, the action plan focused on better and, more specific, and appropriate outcomes of early and permanent housing experiences for our community. Homelessness, and in particular the reduction in the number of individuals experiencing homelessness.

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ACTION TWO: INCREASING SHELTER CAPACITY

A MULTITUDE OF TRAUMA-INFORMED APPROACHES AND STRATEGIES WILL BE DEPLOYED.

In order to ensure partnerships with communities and the county, a comprehensive strategy will be developed to ensure that all staff are trained in LEAP, Motivational Interviewing, and trauma-informed approaches. The strategies will be as follows:

- Increasing beds occupied by 200
- Year-round permanent shelter and emergency shelter
- Training shelter staff and outreach teams in evidence-based processes such as innovative low-barrier shelter solutions, and new partnerships.
- Increasing the number of shelters by 100 beds in 2022
- Developing hotel/motel voucher programs that include jurisdictions with family occupancies.
- Funding a variety of bed options to increase single-room and single-family occupancies.
- Building new partnerships with municipalities and the county’s

The strategies for implementation include:

- Development and implementation of comprehensive planning
- Integration of entities into the continuum of care
- Building partnerships with the education system
- Incorporating trauma-informed care into all shelter settings

The following trends are as follows:

- Due to the lack of a centralized tracking system, coupled with the vast areas and had no beds for unsheltered persons (Colton, Fontana, Rialto, unsheltered persons living in those cities.
- The number of shelters increased by 30 beds from 164 beds in 2017 to 243 in 2022.
- The total number of beds occupied by transplant increased from 90 beds in 2018 to 120 beds in 2022.
- The continuum of care available to individuals experiencing homelessness has increased from 1,500 beds in 2018 to 2,000 beds in 2022.
- The percentage of the county’s shelter capacity as a barrier to access, own goal.

There are not enough shelters available in each region of the county to cover:

- Work with cities and other partners to increase the supply of year-round permanent shelters by 202 beds throughout the county to accommodate diverse populations.

Outcomes:

- Increase shelter capacity across the county to 600 beds by 2022
- Increase the number of shelter beds occupied by 200
- Increase the number of shelters by 100
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Outlets:

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