Watsonville/Santa Cruz City & County Continuum of Care (CoC)

&

County of Santa Cruz

Homeless Housing, Assistance Prevention Round 3 (HHAP-3)

Local Homelessness Action Plan and Funding Application

June 2022

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Applicant Information

This application represents a joint application for HHAP-3 funding on behalf of the following eligible applicant jurisdictions:

- Santa Cruz County
- CA-508 Watsonville/Santa Cruz City & County CoC

Funds awarded based on this application will be administered by the following **Administrative Entity:**

Administrative Entity Information	
Administrative Entity:	County of Santa Cruz, Human Services Department, Housing for Health Division
Contact Person:	Sheryl Norteye
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Part I: Landscape Analysis of Needs, Demographics, and Funding

A. Landscape Analysis of Needs and Demographics

Table 1. Landscape Analysis of Needs and Demographics		
	People Experiencing Homelessness	**Source and Date Timeframe of Data**
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	2,299	2022 Santa Cruz County Preliminary PIT Count Data
# of People Who are **Sheltered** (ES, TH, SH)	525	""
# of People Who are **Unsheltered**	1,774	""
Household Composition		
# of Households **without Children**	1,908	""
# of Households with **At Least 1 Adult & 1 Child**	50	""
# of Households with **Only Children**	0	""
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing **Chronic Homelessness**	921	""
# of Adults Who are Experiencing **Significant Mental Illness**	818	""
# of Adults Who are Experiencing **Substance Abuse** Disorders	1,073	""
# of Adults Who are **Veterans**	351	""
# of Adults with **HIV/AIDS**	159	""
# of Adults Who are **Survivors of Domestic Violence**	86	""
# of **Unaccompanied Youth (under 25)**	222	""
# of **Parenting Youth (under 25)**	6	""
# of People Who are **Children of Parenting Youth**	4	""

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Gender Demographics		
# of **Women/Girls**	741	""
# of **Men/Boys**	1,526	""
# of People Who are **Transgender**	11	""
# of People Who are **Gender Non-Conforming**	21	""
Ethnicity and Race Demographics		
# of People Who are **Hispanic/Latino**	896	""
# of People Who are **Non-Hispanic/Non-Latino**	1403	""
# of People Who are **Black or African American**	270	""
# of People Who are **Asian**	23	""
# of People Who are **American Indian or Alaska Native**	79	""
# of People Who are **Native Hawaiian or Other Pacific Islander**	11	""
# of People Who are **White**	1700	""
# of People Who are **Multiple Races**	216	""

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B. Landscape Analysis of People Being Served

Data Source:

- *California Homeless Data Integration System (HDIS) Data for Calendar Year 2020 People Served Data, Accessed 5/16/2022*
- *Data comes from Santa Cruz County Homeless Management Information System (HMIS) Data exports to HDIS data team*

Table Key:

- Permanent Supportive Housing (PSH)
- Rapid Rehousing (RRH)
- Transitional Housing (TH)
- Interim Housing or Emergency Shelter (IH/ES)
- Housing Problem Solving/Supportive Services Only (SSO)
- Homelessness Prevention Services and Assistance (HP)
- Outreach and Engagement Services (O/R)
- Coordinated Entry (CE)

Table 2. Landscape Analysis of People Being Served

	PSH	RRH	TH	IH/ES	SSO	HP	O/R	Other: Coordinated Entry
Household Composition								
# of Households **without Children**	165	244	49	1537	1996	91	191	230
# of Households with **At Least 1 Adult & 1 Child**	6	227	32	109	98	143	0	0
# of Households with **Only Children**	0	0	0	6	36	2	9	1

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	PSH	RRH	TH	IH/ES	SSO	HP	O/R	Other: Coordinated Entry
Sub-Populations and Other Characteristics								
# of Adults Who are Experiencing **Chronic Homelessness**	131	124	27	540	499	0	46	51
# of Adults Who are Experiencing **Significant Mental Illness**	125	98	30	341	409	20	53	79
# of Adults Who are Experiencing **Substance Abuse** Disorders	93	59	13	249	184	3	27	47
# of Adults Who are **Veterans**	5	122	0	126	123	37	10	18
# of Adults with **HIV/AIDS**	2	2	0	4	15	0	1	0
# of Adults Who are **Survivors of Domestic Violence**	70	198	35	294	692	22	41	66
# of **Unaccompanied Youth (under 25)**	17	17	11	110	249	71	62	22
# of **Parenting Youth (under 25)**	10	49	5	9	26	53	0	0
# of People Who are **Children of Parenting Youth**	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0	0

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	PSH	RRH	TH	IH/ES	SSO	HP	O/R	Other: Coordinated Entry
Gender Demographics								
# of **Women/Girls**	70	499	94	712	980	387	72	88
# of **Men/Boys**	115	454	69	1151	1363	309	116	145
# of People Who are **Transgender**	1	1	0	10	15	0	3	0
# of People Who are **Gender Non-Conforming**	0	3	0	1	11	0	1	0
Ethnicity and Race Demographics								
# of People Who are **Hispanic/Latino**	32	511	110	716	630	518	88	80
# of People Who are **Non-Hispanic/Non-Latino**	152	442	52	1061	1683	173	98	148
# of People Who are **Black or African American**	7	38	1	103	146	16	11	13
# of People Who are **Asian**	0	3	0	14	20	2	1	3
# of People Who are **American Indian or Alaska Native**	12	39	7	75	93	12	7	10
# of People Who are **Native Hawaiian or Other Pacific Islander**	1	16	1	20	21	4	3	2
# of People Who are **White**	144	794	143	1377	1857	465	132	179
# of People Who are **Multiple Races**	21	42	9	77	169	108	7	17

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C. Landscape Analysis of State, Federal, and Local Funding

Funding Program	Anticipated Fiscal Year(s) for Funding Use	Total Amount Invested into Homelessness Interventions	Funding Source	Intervention Types Supported with Funding	Brief Description of Programming and Services Provided	Populations Served
Homekey (via HCD)	FY 2021-2025	$6,425,000	State Agency	Permanent supportive and service-enriched housing	Vets Village Homekey Award Announcement April 2022	Formerly homeless veterans
Emergency Rental Assistance (ERA) – via Treasury	FY 2020-2022	$36,410,930	Federal Agency	Diversion and Homelessness Prevention; Systems Support Activities; Administrative Activities	Housing Is Key funding that includes Santa Cruz and state share for region; shows maximum funding available	County residents with housing at-risk of losing housing due to COVID
Emergency Solutions Grant – CV (ESG-CV) – via HCD	FY 2020-2023	$9,950,258	Federal Agency	Rental Assistance; Non-Congregate Shelter/Interim Housing; Outreach and Engagement; Permanent Supportive and Service-Enriched Housing; Administrative Activities	Focus of funds on rehousing wave to help those in COVID shelters secure permanent homes	Homeless, COVID high-risk group (65 and older and/or those with chronic health conditions)
Community Development Block Grant – CV (CDBG-CV) – via HCD	FY 2022-2023	$1,329,727	Federal Agency	Non-Congregate Shelter/Interim Housing	Planned extension of non-congregate, health-focused shelter beyond FEMA authorization	Medi-Cal/CalAIM eligible – homeless, prioritized health risks
Community Development Block Grant (CDBG) – via HCD	FY 2022-2024	$500,000	Federal Agency	Outreach and Engagement	Street outreach in unincorporated areas of County	All people experiencing homelessness

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Funding Program	Anticipated Fiscal Year(s) for Funding Use	Total Amount Invested into Homelessness Interventions	Funding Source	Intervention Types Supported with Funding	Brief Description of Programming and Services Provided	Populations Served
No Place Like Home (NPLH) – via HCD	FY 2021-2023 (some longer term)	$5,378,524	State Agency	Permanent Supportive and Service-Enriched Housing	Permanent supportive housing – Eden Housing Projects – Miles Lane, Freedom Blvd., Mid Pen Housing – 17th/Cap	Homeless with a serious mental illness
Homeless Housing, Assistance and Prevention Program (HHAP) – via Cal ICH	FY 2021-2024	$13,477,078	State Agency	Systems Support Activities; Administrative Activities; Non-Congregate Shelter/Interim Housing; Rental Assistance	3 rounds of funding; multiple uses; primary focus on low-barrier housing navigation center operations and TAY transitional housing project	All people experiencing homelessness
Encampment Resolution Grants – via Cal ICH	FY 2021-2024	$2,370,460	State Agency	Rental Assistance; Outreach and Engagement; Systems Support Activities	Housing Pathways scholarships and housing navigation/tenancy sustaining services for those living in an encampment in City of Santa Cruz	Those living in a specific encampment area
Project Roomkey and Rehousing – via CDSS (includes 3 rounds of funding)	FY 2021-2024	$5,322,913	State Agency	Non-Congregate Shelter/Interim Housing; Permanent Supportive and Service-Enriched Housing	Used to support extensions of Project Roomkey sites and Rehousing Wave programs	Homeless, COVID high-risk group (65 and older and/or those with chronic health conditions)

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Funding Program	Anticipated Fiscal Year(s) for Funding Use	Total Amount Invested into Homelessness Interventions	Funding Source	Intervention Types Supported with Funding	Brief Description of Programming and Services Provided	Populations Served
FEMA Public Assistance Program Category B – via FEMA	FY 2020-2023	$73,000,000 (estimated total claim)	Federal Agency	Non-Congregate Shelter/Interim Housing	Estimated FEMA claim for non-congregate shelter programming since beginning of pandemic	Homeless, COVID high-risk group (65 and older and/or those with chronic health conditions)
CalWorks Housing Support Program (HSP) – via CDSS	FY 2021-2024	$4,300,112	State Agency	Systems Support Activities; Rental Assistance	Rapid rehousing program for CalWorks recipients	Families experiencing homelessness receiving CalWorks
Housing and Disability Advocacy Program (HDAP) – via CDSS	FY 2021-2024	$4,427,154	State Agency	Systems Support Activities; Rental Assistance; Permanent Supportive and Service-Enriched Housing	Rapid rehousing for disabled individuals not receiving social security, social security benefits advocacy, permanent supportive housing investment fund	Homeless, disabled, not receiving social security benefits
Home Safe – via CDSS	FY 2021-2024	$892,083	State Agency	Diversion and Homelessness Prevention; Outreach and Engagement; Rental Assistance; Systems Support Activities	Homelessness prevention and rehousing services and flexible financial assistance for seniors and people with disabilities referred to APS	APS clients at-risk of or currently experiencing homelessness

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Funding Program	Anticipated Fiscal Year(s) for Funding Use	Total Amount Invested into Homelessness Interventions	Funding Source	Intervention Types Supported with Funding	Brief Description of Programming and Services Provided	Populations Served
Bringing Families Home (BFH) – via CDSS	FY 2021-2024	$1,585,609	State Agency	Systems Support Activities; Rental Assistance	Rapid rehousing program for child welfare involved families experiencing homelessness	Child welfare involved families experiencing homelessness
Continuum of Care Program (CoC) – via HUD	FY 2021-2023	$5,207,237	Federal Agency	Systems Support Activities; Administrative Activities; Non-Congregate Shelter/Interim Housing; Rental Assistance; Permanent Supportive and Service-Enriched Housing; Diversion and Homelessness Prevention; Outreach and Engagement	Core funding from HUD for range of activities related to helping people experiencing homelessness	All people experiencing homelessness
Emergency Housing Vouchers (EHVs) – via HUD	FY 2021-ongoing	$6,994,000 (estimated/year)	Federal Agency	Systems Support Activities; Administrative Activities; Rental Assistance; Permanent Supportive and Service-Enriched Housing	One-time dedicated long-term housing assistance vouchers locally targeted to households experiencing homelessness (269 vouchers)	Local priority for subgroups among households experiencing homelessness, including those fleeing domestic violence

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Funding Program	Anticipated Fiscal Year(s) for Funding Use	Total Amount Invested into Homelessness Interventions	Funding Source	Intervention Types Supported with Funding	Brief Description of Programming and Services Provided	Populations Served
Housing Choice Vouchers (HCVs) – via HUD	Prior to FY 2021-ongoing	$4,704,000 (estimated/year)	Federal Agency	Systems Support Activities; Administrative Activities; Rental Assistance; Permanent Supportive and Service-Enriched Housing	196 set-aside vouchers for a mix of subpopulations experiencing homelessness (people with disabilities, families with children <18)	People experiencing chronic homelessness, families with children experiencing homelessness
Supportive Services for Veterans Families Program (SSVF) – via VA	FY 2022-2023	$523,702 (minimum amount of funding available/year)	Federal Agency	Systems Support Activities; Rental Assistance; Diversion and Homelessness Prevention	Rapid rehousing program for homeless veterans;	Veterans and their families experiencing homelessness
Local General Fund	FY 2021-2022	$3,006,343	Local Agency	Systems Support Activities; Administrative Activities; Non-Congregate Shelter/Interim Housing; Outreach and Engagement; Diversion and Homelessness Prevention	City and county funding primarily used for supporting service-enriched shelter operational costs	All people experiencing homelessness

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Funding Program	Anticipated Fiscal Year(s) for Funding Use	Total Amount Invested into Homelessness Interventions	Funding Source	Intervention Types Supported with Funding	Brief Description of Programming and Services Provided	Populations Served
Other (SAMHSA)	FY 2021-2022	$3,300,000 (estimated)	Federal Agency	Outreach and Engagement	Outreach and housing navigation for homeless individuals with a serious mental illness and/or substance use disorder	People experiencing a serious mental illness and homelessness and/or substance use disorder
Other (HRSA – Health Care for the Homeless)	FY 2022-2023	$1,000,000 (estimated grants + revenue)	Federal Agency	Systems Support Activities; Supportive and Service-Enriched Housing	Federally designated Health Care for the Homeless program operated by County staff as part of the Homeless Persons Health Project	Health services for people currently experiencing or at-risk of homelessness as primary target population

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Part II: Outcome Goals and Strategies for Achieving Those Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.		
Baseline Data: **Annual estimate of number of people accessing services who are experiencing homelessness**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease/Increase in # of People	**Decrease/Increase as % Change from Baseline**
2,629	2,892	Increase of 10%
Optional Comments		
Given increased street outreach capacity through one-time grants, an anticipated increase in the number of households losing housing due to pandemic related impacts and a continuing tight housing market, we anticipate an increase in the # of people served over the next three years.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
2022 PIT data shows an increase in the number of people experiencing homelessness among subgroups. These include veterans, individuals with behavioral health conditions, and individuals with HIV/AIDS. Given expansions in street outreach capacity we anticipate more contact with unhoused veterans through outreach programs. We are working closely with our local Medi-Cal managed care plan, Central California Alliance for Health, to expand temporary housing capacity, housing navigation, and tenancy sustaining services over the next three years for people experience homelessness with significant health conditions. We anticipate seeing an increase in documented program enrollments and services for these populations.		Increased outreach enrollments and contacts among veterans and those with health conditions; increased enrollments of those with health conditions in temporary housing and CalAIM community support services

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Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis		
Baseline Data: **Daily Estimate of # of people experiencing unsheltered homelessness**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Reduction in # of People	**Reduction as % Change from Baseline**
1,700	1,615	-5%
Optional Comments		
Given the availability of one-time resources from CalAIM, HHAP, and other state sources, we anticipate expansion in outreach and services capacity as well as movement toward year-round low barrier navigation center programming. These increased efforts should contribute to reductions in unsheltered homelessness unless the number of individuals losing housing increases at a higher rate than prior trends.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
2022 PIT count data for the County shows an estimated 65% increase from 2019 in the number of unsheltered Blacks/African Americans in the County. Other HMIS data sets also show lower levels of access to services and housing resources among this population. Over the next three years, the community should focus attention on ensuring equitable and culturally affirming access to services and housing resources for this population.		Increase access to HMIS using programs among the Black/African American community.

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Outcome Goal #2: Reducing the number of persons who become homeless for the first time.		
Baseline Data: **Annual Estimate of # of people who become homeless for the first time**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Reduction in # of People	**Reduction as % Change from Baseline**
1,229	1,204	-2%
Optional Comments		
The County will be investing nearly $1M in homelessness and eviction prevention resources in FY22-23 with an intention of reducing the number of households losing housing and entering homelessness. The ending of COVID-related eviction protections in a county identified as "high-risk" for housing instability in a UC Berkeley Terner Center for Housing Innovation report raises concerns about higher rates of evictions, displacement, and homelessness. We're projecting a slight decrease in the # of new people becoming homeless for the first time due to these competing forces.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
Comparing data from the 2019 and 2022 count shows the greatest increase (more than 50%) in homelessness among certain subpopulations including those with behavioral health conditions, HIV/AIDS, and Black/African Americans. Further information is needed to understand ways in which the community could prevent these populations from becoming homeless. One area for focus is deepening collaborations with health and behavioral health system providers to ensure appropriate institutional discharges, follow-up services, and linkages with housing-focused supportive services. CalAIM partnerships over the next three years will be critical for improving prevention efforts among these populations.		Develop local HMIS measures to track the demographics more closely on households experiencing homelessness for the first time and create partnerships with health care providers to understand the linkages between health systems and services and housing-related resources through CalAIM capacity building.

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Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.		
Baseline Data: **Annual Estimate of # of people exiting homelessness into permanent housing**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Increase in # of People	**Increase as % Change from Baseline**
558	614	10%
Optional Comments		
Expanded resources, planned permanent supportive housing projects through Project Homekey, and a systemwide focus on improved housing outcomes should result in increases in the number of people exiting homelessness to permanent housing. These efforts will be tempered by deepening affordability and rental vacancy challenges in the County as rental costs continue to increase with low rental unit supply.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
According to HDIS data, exit percentages from homelessness to permanent housing are greater from white, hispanic/latinx groups compared to other racial/ethnic groups. According to 2021 HDIS data, 38.3% of exits to permanent housing were among white, hispanic/latinx groups and they represented 31.4% of those served. Whites, non-hispanic/non-latinx groups, represented 35.6% of exits to permanent housing and 44% of the population served. Blacks/American Americans and Multiple Race groups showed lower percentages of exits to permanent housing when compared to the % of population served among these groups.		Goal over the next three years is to work on reducing these racial/ethnic differences in exits to permanent housing.

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Outcome Goal #4: Reducing the length of time persons remain homeless.		
Baseline Data: **Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease in Average # of Days	**Decrease as % Change from Baseline**
152	137	-10%
Optional Comments		
The prior three years of HDIS data indicate a gradual increase in the # of cumulative days homeless. We plan to work toward decreasing this trend through expanding outreach and incentives for private landlords to partner with existing RRH and PSH programs and with making changes to shelter standards and operational resources.		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
HDIS data shows different durations of time between enrollments in rapid rehousing and permanent supportive housing programs and time to move-in. Over the next three years, the community would like to see greater consistency among these lengths of time to move-in dates for different racial and ethnic groups.		HDIS racial disparities in permanent housing services median number of days to move-in for rapid rehousing and permanent supportive housing.

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Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.		
Baseline Data: **% of people who return to homelessness after having exited homelessness to permanent housing**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease in % of People who return to Homelessness	**Decrease as % Change from Baseline**
6%	5%	-1%
Optional Comments		
Working over the next three years to provide housing/tenancy sustaining services for those exiting to permanent housing will be a priority over the next three years, particularly for those with behavioral health conditions.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
HDIS baseline data over the past three years shows higher rates of returns to homelessness among those with behavioral health conditions particularly those with substance use disorders. Working toward reducing the risk of relapse and housing loss will be an important area of focus over the next three years.		Returns to homelessness among those with a substance use disorder.

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Outcome Goal #6: Increasing successful placements from street outreach.		
Baseline Data: **Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Increase in # of People Successfully Placed from Street Outreach	**Increase as % of Baseline**
0	50	N/A
Optional Comments		
Historically, the community has not operated sustained street outreach projects that utilize HMIS data for tracking their efforts. One-time funding has been secured by the County Behavioral Health Department to expand street outreach for those struggling with behavioral health issues and the Housing for Health Division also secured one-time funding for outreach to unincorporated areas of the County. In addition, the County has invested in the development and utilization of an outreach module within its HMIS system over the next three years.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
2022 PIT count data indicates significant increases in the # of unsheltered individuals struggling with behavioral health conditions, HIV/AIDS, and veterans. Over the next three years, we hope to see increased street outreach enrollments among these groups and linkage of these groups to pathways to permanent housing.		Program outreach enrollment among unsheltered priority groups via demographic data; see increase in # of people transitioning from street outreach to a housing pathway.

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A. Strategies for Achieving Outcome Goals

Table 5. Strategies to Achieve Outcome Goals	
Strategy	**Performance Measure to Be Impacted (Check all that apply)**
Description Eviction and homelessness prevention investments **Timeframe** June 2022 - June 2023 **Entities with Lead Responsibilities** Housing for Health Division; Emergency Rental Assistance Local Partner Network Providers **Measurable Targets** # of households assisted to secure prevention funding; # that receive tenancy sustaining services; racial/ethnic groups receiving assistance	☐ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☐ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

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Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☑ 1. Reducing the number of persons experiencing homelessness.
Permanent supportive housing expansions through Project Homekey applications and projects and real estate partnership incentives	☐ 2. Reducing the number of persons who become homeless for the first time.
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☑ 4. Reducing the length of time persons remain homeless.
Present - June 2024	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities	
Housing for Health Division, Housing Authority	☐ 6. Increasing successful placements from street outreach.
Measurable Targets	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Increase # of build permanent supportive housing units (Homekey + other funding); increased utilization of dedicated Housing Authority vouchers in private market; access to PSH for those with behavioral health conditions, HIV/AIDS, and other chronic health conditions	

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Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Low barrier housing navigation center program development and improvement countywide	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe Present - June 2024	
Entities with Lead Responsibilities Housing for Health Division, local/city partners, Central California Alliance fo	
Measurable Targets Increase baseline capacity from pre-COVID period; improved income, benefit, and housing outcomes among programs; # of referrals of unsheltered to shelter; race/ethnicity review of access to and outcomes from programs; reduced lengths of stay	

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Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Expanding and improving street outreach countywide	☐ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
Present - June 2024	
Entities with Lead Responsibilities	
Housing for Health Division, Behavioral Health Department, city partn	
Measurable Targets	
# enrolled in street outreach programs, exits from street outreach to housing programs, demographics of those contacted by street outreach programs	

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Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Centralized housing problem solving and rehousing fund	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe July 2022 - June 2024	
Entities with Lead Responsibilities Housing for Health Division, CBO fund manager	
Measurable Targets # served, # exiting to permanent housing, racial/ethnic data on access and outcomes; 3 and 6 month follow-up after assistance	

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Part III: Application Narrative Responses

Jurisdictional Coordination

In November of 2020, the County of Santa Cruz established a Housing for Health Division within its Human Services Department to help coordinate efforts related to preventing and ending homelessness within the County. The local Continuum of Care (CoC) Board approved of the new Division serving as the CoC administrative entity, lead applicant for HUD NOFOs, the HMIS lead, and the Coordinated Entry lead for the CoC. The new Division worked with the current CoC board to establish a new CoC governance structure that was approved on June 18, 2021.

The new governance structure includes an updated CoC Board structure. Current Board members include city and county jurisdictional representation including elected officials, housing and service provider representatives, the CEO of our local managed care plan, the CEO of a local community foundation, a UC Santa Cruz representative, the Public Defender for the County, and the County's assistant health services agency director.

The CoC board approved of a joint County and CoC application for HHAP funding in November 2021. Key jurisdictional partners have established commitments to supporting the implementation of the Housing for a Healthy Santa Cruz Framework through local city council and board actions.

Funding Partnerships

The new Housing for Health Division (H4H) operates within the County Human Services Department. As a result, the Division has built-in opportunities for collaboration around California Department of Social Services (CA DSS) programming related to housing and homelessness. All CA DSS grant programs are now managed by Housing for Health Division staff in partnership with other Division leaders. These programs include Home Safe, Bringing Families Home, the Housing and Disability Advocacy Program, the CalWorks Housing Support Program, and Project Roomkey. The Division is also building partnerships with the local Workforce Development Board including funding partnerships related to Cal Fresh Employment and Training funding. Other opportunities exist within the department related to helping consumers access public benefits including Medi-Cal, General Assistance, CalFresh, CalWorks, and In-Home Supportive Services. Operational partnerships exist with Adult Protective Services and Family and Children's Services within the Department.

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Santa Cruz County has one Medi-Cal managed care plan, the Central California Alliance for Health (CCAH). The CEO of CCAH is a member of the CoC Board and staff from CCAH and H4H are currently collaborating on a variety of funding related projects including HHAP and CalAIM incentive program funds. By layering funding resources together, CCAH and H4H hope to have a more significant and lasting impact in the community.

The County Health Services Agency (HSA) includes environmental health, public health, clinics, and behavioral health operational divisions. The assistant director of the Agency sites on the CoC Board and H4H staff partner with multiple staff within HSA on a variety of projects. Some examples include SAMHSA funding for outreach and case management for people experiencing homelessness struggling with serious mental health issues, federal health care for the homeless funding and programs, public health support for homeless families with pregnant mothers and young children, and environmental health involvement in ensuring safe public spaces and buildings. HSA and HSD leadership meet on a regular basis and have an established funding and operational partnership agreement that gets updated on a regular basis.

Partnership with justice system entities is also in place and evolving. One of our community-based organization partners works with the Sheriff to help coordinate safe discharges of women from the local jail. Our new Public Defender sits on our CoC Board. H4H staff collaborate with the Sheriff's community policing unit on outreach and engagement efforts. The Sheriff also supports a collaborative project with Behavioral Health to serve people experiencing homelessness with repeated histories of legal system involvement. Probation staff have participated in linking people to resources through the Coordinated Entry process.

H4H also partners with the County Office of Education and McKinney-Vento liaisons at local school districts. The liaison for the County Office of Education co-chairs a local youth provider meeting and helped coordinate shared funding planning with H4H to help families with students experiencing homelessness. One of the districts in the County and the County Office of Education collaborated with H4H on a state application for family homelessness challenge grant funding.

H4H works with Applied Survey Research (ASR) to support the implementation of the Point-in-Time count and over the next year will be working with ASR to create a Housing for Health consumer evaluation team that would collect and provide ongoing feedback to CoC leaders on the quality of system services and suggestions for improvement.

<u>Racial and Gender Equity</u>

H4H is undertaking a variety of steps to identify and address racial, ethnic, and gender disparities in our work. All Housing for Health Division staff are participating in one-on-one and group coaching sessions on racial and ethnic disparities as part of a department-

DRAFT

wide commitment to addressing this issue. In partnership with the Human Services Business Analytics Division, H4H established a specific county operational objective to ensure Latinx/Hispanic households living in COVID-19 shelters received equitable access to permanent supportive housing services and resources. The same Division helps H4H disaggregate data by race, ethnicity, gender, and other subpopulations as needed to identify potential disparities. Internal recruitment and hiring practices are being evaluated with changes being implemented to help diversity the workforce. H4H maintains several bilingual designated positions to help address language access barriers. Our community is changing our coordinated entry assessment tool to address established racial and ethnic biases inherent in the VI-SPDAT tool currently in use. We will be monitoring the implementation of a new coordinated entry tool to work toward ensuring it does not introduce other bias into the assessment, matching, and prioritization process.

Institutional Coordination

H4H staff have continued and initiated new efforts to increase coordination with institutional partners. H4H is working with the local managed care plan and hospitals to increase coordination and capacity for recuperative care services for those exiting health care institutions. CalAIM resource deployment is part of this discussion, including planning for short-term post-hospitalization housing. Deeper and additional partnerships are needed with behavioral health care institutions and their relationships with recuperative care.

The local Monarch Services program supported with California Governor's Office of Emergency Services (Cal OES) funding designed to link all women released from jail with appropriate exit resources is a model partnership program within the County. The program reaches women while in jail and provides them with contact information prior to release. They offer a 24/7 confidential, bilingual crisis support line, a safe release emergency shelter, peer counseling, legal assistance and advocacy, and additional services. Their approach represents a local community best practice regarding institutional partnerships.

H4H staff work with Adult Protective Services (APS) and Family and Children's Services (FCS) staff within the department to engage in collaborative planning and direct services support for APS and child welfare involved families. H4H will be co-implemented the Home Safe program with APS in the upcoming year that will including a housing navigator/tenancy sustaining social worker and flexible housing assistance funding for APS clients at-risk of or currently experiencing homelessness. FCS staff work with H4H to link child-welfare involved families with rapid rehousing and permanent housing subsidies from the Housing Authority.

System Improvements

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The Human Services Department provides a range of ongoing staff development and training resources with some of these resources available to community partners. These resources include trainings on understanding race and systemic racism, culturally relevant practice, mental health first aid, and customer-centered services delivery. The H4H Division currently sponsors training, coaching, and technical assistance for some providers around the evidenced-based practice of strength-based case management. H4H intends to make this a foundational practice among providers within the H4H provider network. Our County Behavioral Health Department is making available training and coaching on the evidenced-based practice of Critical Time Intervention (CTI) for programs in the community that operate time and outcome-bound programs. As part of our local coordinated entry redesign, we are working toward a housing needs assessment and housing problem solving tool, resources, and training curriculum for community providers.

The local CoC is currently updating its HMIS policies and procedures, including update the section on HMIS data quality. The CoC and our HMIS vendor host a monthly HMIS lead and users meeting with a regular focus on improving data quality and providing related technical assistance to HMIS users. Local H4H contracts include performance metrics related to improving data quality.

H4H has been developing its capacity to pool and align housing and services funding from multiple sources. The internal contract and finance team now helps manage over 40 discrete funding contracts and helps leverage additional federal funding for human services related activities of the Division. H4H is working with County contract procurement professionals to establish a housing for health qualified vendor pool to allow for streamlined provider selection, pooling or collaborative funding, and streamlined contract execution for housing and services programs related to addressing homelessness within the County.

The local CoC approved of moving from a point-in-time (PIT) count every two years to funding an annual count. The 2022 count included the introduction of a mobile application to the field-based counting process. The PIT has been collaboratively planned with Applied Survey Research (ASR) for multiple local counts allowing for more consistency in count administration and involvement. In addition to the county, H4H plans to work with HSR to create an ongoing consumer research evaluation team that will help with the PIT and evaluation of the coordinated entry system and resources within the system.

The local coordinated entry system is currently being redesigned, in part to eliminate racial bias identified in the currently used VI-SPDAT assessment tool. The community is working toward utilizing a housing needs assessment tool that can be utilized by CalAIM providers as well as H4H currently contracted providers. The tool focuses on asking actionable questions related to barriers to obtaining and maintaining housing and to help with matching people to specific resources. The draft, locally created, tool is currently undergoing testing with an intention of implementing a new coordinated entry approach in FY 22-23. The tool is being

DRAFT

tested among different population groups to determine if changes are necessary. The proposed new approach includes establishing specific Housing for Health connector agencies and staff with training in using the tool, incorporating data into HMIS, engaging in housing problem solving, and linking people with immediate steps they can take to help them get on a path to permanent housing. There will be specific connector roles for subpopulations including youth. Earlier rounds of HEAP and HHAP funding have been used to support the creation of a youth-specific drop-in program in the City of Santa Cruz. This HHAP-3 proposal includes a budget request to support the creation of a youth-focused transitional housing program.

Coordinated Entry System Connections

H4H serves as the coordinated entry administrative entity for the CoC. Our community is currently undertaken a coordinated entry redesign process that includes changing our current assessment, matching, and prioritization process. At the same time, we are updating our Homeless Management Information System (HMIS) policies and procedures to clarify the interface between coordinated entry redesign and access to HMIS for local agencies and providers.

H4H staff are working with the Central California Alliance for Health (CCAH), local Medi-Cal managed care plan, to determine how to link our coordinated entry process and assessment with CalAIM enhanced care management and community support resources for their members experiencing homelessness that are eligible for their services. The partnership with CCAH also involves working through data sharing agreements between our county Health Services Agency, Human Services Department, and our local Health Information Exchange nonprofit known as the Santa Cruz Health Information Organization.

DRAFT

Part IV: HHAP-3 Funding Plan

Table 6. Funding Plans

Activity to be funded by HHAP-3 *(choose from drop down options)*	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)		
Administrative Activities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 438,860.00	$ 438,860.00	Supports HMIS and H4H staff fiscal/grant management
Non-Congregate Shelter/ Interim Housing	$ -	$4,388,607.32	$ -	$ -	$ -	$ -	$ -	$ -	$ 250,000.00	$ -	$ 4,638,607.32	Funding to support low-barrier housing navigation center operations + youth transitional housing
Outreach and Engagement	$ -	$ -	$ 250,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 250,000.00	Funds to sustain outreach efforts in unincorporated areas
Permanent Supportive and Service-Enriched Housing	$ -	$ -	$ -	$ -	$ 350,000.00	$ -	$ -	$ -	$ -	$ -	$ 350,000.00	Real estate partnership contract and incentives for private landlord participation in permanent supportive housing projects
Rental Assistance	$ -	$ -	$ -	$ -	$ -	$ -	$ 591,971.71	$ -	$ -	$ -	$ 591,971.71	Flexible, centralized rehousing/housing problem solving fund for community
Totals:	**$ -**	**$ 4,388,607.32**	**$ 250,000.00**	**$ -**	**$ 350,000.00**	**$ -**	**$ 591,971.71**	**$ -**	**$ 250,000.00**	**$ 438,860.00**	**$ 6,269,439.03**	

Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis

The proposed use of funds covers activities not covered by other funding sources, with an emphasis on creating and sustaining low-barrier housing navigation centers distributed throughout the County. Focus on low-barrier navigation centers reflects alignment with Housing for a Healthy Santa Cruz framework goals and a strong community desire to reduce the number of households and people experiencing unsheltered homelessness. Centralized flexible rental assistance funding will help providers access funding for rehousing and housing problem solving needs including housing deposits, move-in furnishings, application fees, transportation expenses, etc. Outreach and engagement funds designated to continue funding for street outreach efforts to unincorporated areas of the county. The proposed permanent supportive housing investment extends outreach and incentives for private landlords to participate in permanent supportive housing voucher programs.

DRAFT

APPLICANT INFORMATION

CoC / Large City / County Name:	**County of Santa Cruz and CoC**	**Applying Jointly? Y/N**	**Y**
Administrative Entity Name:	**County of Santa Cruz Human Services Department**	**Total Allocation**	**$ 6,269,439.03**

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Rapid rehousing: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Operating subsidies	$ -	$ 1,344,303.66	$ 1,344,303.66	$ -	$ -	**$ 2,688,607.32**	$ -	$ -
Operating subsidies: youth set-aside	$ -	$ 850,000.00	$ 850,000.00	$ -	$ -	**$ 1,700,000.00**	$ -	$ -
Street outreach	$ -	$ 125,000.00	$ 125,000.00	$ -	$ -	**$ 250,000.00**	$ -	$ -
Street outreach: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Services coordination	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Services coordination: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Systems support	$ -	$ 200,000.00	$ 150,000.00	$ -	$ -	**$ 350,000.00**	$ -	$ -
Systems support: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Delivery of permanent housing	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Delivery of permanent housing: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Prevention and shelter diversion	$ -	$ 591,971.71	$ -	$ -	$ -	**$ 591,971.71**	$ -	$ -
Prevention and shelter diversion: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Interim sheltering	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Interim sheltering: youth set-aside	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Shelter improvements to lower barriers and increase privacy	$ -	$ 150,000.00	$ -	$ -	$ -	**$ 150,000.00**	$ -	$ -
Shelter improvements: youth set-aside	$ -	$ 100,000.00	$ -	$ -	$ -	**$ 100,000.00**	$ -	$ -
Administrative (up to 7%)	$ -	$ 219,430.00	$ 219,430.00	$ -	$ -	**$ 438,860.00**	$ -	$ -
TOTAL FUNDING ALLOCATION						**$ 4,469,439.03**	**$ -**	**$ -**
	FY21/22	**FY22/23**	**FY23/24**	**FY24/25**	**FY25/26**	**TOTAL**		
Youth Set-Aside (at least 10%)	$ -	$ 950,000.00	$ 850,000.00	$ -	$ -	**$ 1,800,000.00**	**$ -**	**$ -**

COMMENTS:

Actual breakout of funds over each fiscal year will depend on funding available from other sources and start dates for programs.

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