



County of Santa Cruz
HUMAN SERVICES COMMISSION

PH (831) 454-4130 · FAX (831) 454-4642
1000 Emeline Avenue, Santa Cruz, CA 95060
www.hsd.co.santa-cruz.ca.us www.workforcescc.com

AGENDA

Wednesday, September 16, 2020

8:30 a.m. – 10:30 a.m.

This is a Virtual Public Meeting

IN RESPONSE TO THE COVID-19 PUBLIC HEALTH EMERGENCY AND PURSUANT TO THE PROVISIONS OF THE GOVERNOR’S EXECUTIVE ORDER N-29-20, ISSUED MARCH 17, 2020, THIS WILL BE A VIRTUAL MEETING. THERE WILL BE NO PHYSICAL LOCATION AVAILABLE FOR THIS MEETING, BUT ACCESS TO THE MEETING AND AN OPPORTUNITY TO COMMENT WILL BE PROVIDED. PLEASE FOLLOW THE INSTRUCTIONS THAT WILL BE POSTED ON THE HUMAN SERVICES DEPARTMENT WEBPAGE AT [HTTPS://WWW.SANTACRUZHUMANSERVICES.ORG/HOME/HUMANSERVICESCOMMISSION](https://www.santacruzhumanservices.org/home/humanservicescommission)

FOR QUESTIONS REGARDING THE VIRTUAL MEETING PROCESS, PLEASE CONTACT MICKI COCA BUSS, ADMINISTRATIVE SUPPORT, AT 831-454-7505 OR MICKI.COCABUSS@SANTACRUZCOUNTY.US

WRITTEN PUBLIC COMMENTS ASSOCIATED WITH ANY AGENDIZED ITEM MAY BE SUBMITTED BY EMAILING MICKI.COCABUSS@SANTACRUZCOUNTY.US PRIOR TO CLOSE OF THE PUBLIC COMMENT PERIOD.

The meeting starts at 8:30 a.m. with the first item and proceeds through the items in consecutive order unless otherwise noted.

- | | |
|--|-----------------|
| I. Roll Call | (2 min) |
| II. Agenda Review | (2 min) |
| III. Announcements | (5 min) |
| IV. Public Comment
Members of the public may address the Commission on items not on the agenda for a maximum of five minutes each. | (5 min) |
| V. Correspondence/Information Only | (3 min) |
| VI. Approval of Minutes (Action) <ul style="list-style-type: none">• May 20, 2020• July 15, 2020 (no quorum) | (2 min) |
| VII. Local Emergencies and Community Impact by Jurisdiction | (50 min) |
| VIII. Director’s Report | (30 min) |
| IX. Report-out on Commission’s Homelessness Services Work Group | (5 min) |

As a courtesy to those persons affected, please attend the meeting smoke and scent free. The County of Santa Cruz does not discriminate on the basis of disability, and no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you wish to attend this meeting and you will require special assistance in order to participate, please contact Micki Coca Buss at (831) 454-7505 (TDD number 454-2123) at least 72 hours¹ in advance of the meeting to make arrangements. Persons with disabilities may request a copy of the agenda in an alternative format.

X. Veterans Liaison Report (5 min)

XI. Next Meeting and Agenda Items (5 min)
November 18, 2020 – To be determined considering the current Shelter in Place Order.

XII. Adjournment

A complete agenda packet will be available for review at the Human Services Department webpage
<https://www.santacruzhumanservices.org/Home/HumanServicesCommission>

MATERIALS AND CORRESPONDENCE IN PACKET

From the Board of Supervisors Agenda

Full agenda items on indicated dates available at <https://santacruzcountyca.ig2.com/Citizens/Calendar.aspx>

BOS Date	Item	Page # in packet
8/04/2020 Item # 8	<u>DOC-2020-649 : Consider report on COVID-19 public health emergency shelter and care response, and update on Focus Strategies action planning; consider and approve Santa Cruz County Six-Month Work Plan for homeless response; adopt resolution authorizing Emergency Solutions Grant-CV grant in an amount not to exceed \$1,967,600, direct staff to return no later than November 17, 2020 with an updated report, and take related actions, as outlined in the memorandum of the County Administrative Officer</u>	5
8/04/2020 Item # 30	<u>DOC-2020-629 : Direct the County Administrative Office to identify CARE Act funds to provide at least \$1,000,000 of rental assistance and utility assistance for individuals affected by the COVID-19 pandemic, and include assistance funds in the budget to be adopted in August 2020, as recommended by Supervisor Leopold</u>	12
8/04/2020 Item # 37	<u>DOC-2020-636 : Accept and file the report on Smart Path to Housing and Health Coordinated Entry System, as recommended by the Director of Human Services</u>	14
8/04/2020 Item # 38	<u>DOC-2020-637 : Approve amended agreement with Santa Cruz County Office of Education (SCCOE), in the amount of \$800,000, for workforce development youth services, as recommended by the Director of Human Services</u>	22
8/10/2020 Item #6	<u>BUD-2020-44 : Approve the 2020-21 Proposed Budget for the Homeless Services Coordination Office, and take related actions, as outlined in the referenced budget documents, and as recommended by the County Administrative Officer</u>	24
8/10/2020 Item #9	<u>BUD-2020-47 : Consider the 2020-21 Supplemental Budgets for the Human Services Department, and take related actions, as outlined in the referenced budget documents and the memorandum of the Director of Human Services</u>	27
8/10/2020 Item #10	<u>BUD-2020-48 : Consider the 2020-21 Supplemental Budget for Collective of Results and Evidence-based (CORE) investments, and take related actions, as outlined in the referenced budget documents and the memorandum of the Director of Human Services</u>	30
8/18/2020 Item # 7	<u>DOC-2020-697 : Consider adoption of urgency ordinance amending Santa Cruz County Code Chapter 8.48 to place a new temporary moratorium on residential and commercial evictions arising from substantial income loss and out-of-pocket medical expenses related to the COVID-19 pandemic, through September 30, 2020, as outlined in the memorandum of Supervisor Leopold and Supervisor McPherson</u>	33
8/25/2020 Item #4	<u>DOC-2020-701 : Consider resolution ratifying the proclamation of a Local Emergency for the 2020 CZU Lightning Complex Fires, as proclaimed by the County Administrator Officer as the Director of Emergency Services on August 19, 2020, and take related actions, as outlined in the memorandum of the County Administrator Officer</u>	35
9/1/2020 Item #7	<u>DOC-2020-725 : Consider report on the existence of a local health emergency, adopt resolution ratifying and extending Declaration of Local Health Emergency by the County Health Officer due to the imminent threat to public health from the CZU August Lightning Complex Fires, and take related actions, as outlined in the memorandum of the County Administrative Officer</u>	36

BOS Date	Item	Page # in packet
9/1/2020 Item #21	<u>DOC-2020-705 : Approve amendment to agreement with Second Harvest Food Bank, increasing the total amount by \$360,000 for a new not-to-exceed amount of \$1,287,000, for emergency food and distribution in response to increased food insecurity in Santa Cruz County resulting from the COVID-19 public health emergency, and take related actions, as recommended by the County Administrative Officer and Director of Human Services</u>	38

COMMISSION COMMITTEE AGENDAS AND MINUTES

- Child Care Planning Council <http://www.childcareplanning.org/>
- IHSS Advisory Commission <http://www.santacruzhumanservices.org/AdultLongTermCare/InHomeSupportiveServices/AdvisoryCommission.aspx>
- Santa Cruz County Women’s Commission <http://www.sccwc.org/Home/Meetings.aspx>
- Santa Cruz County Seniors Commission <http://www.sccseniors.org/Home/Meetings.aspx>
- Santa Cruz County Commission on Disabilities <http://scccod.net/>
- Santa Cruz County Latino Affairs Commission <http://scclatinoaffairs.org>

OTHER MATERIALS

- None



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: County Administrative Office

(831) 454-2100

Subject: Homeless Services, Focus Strategies, and COVID-19 Shelter and Care Report

Meeting Date: August 4, 2020

Recommended

Actions

- 1) Accept and file report on COVID-19 public health emergency shelter and care response, and update on Focus Strategies action planning, and direct the Human Services Department to return with an updated report no later than November 17, 2020;
- 2) Consider and approve Santa Cruz County Homeless System Planning Six-Month Work Plan and direct staff to coordinate with local municipalities and community partners for further consideration and implementation; and
- 3) Adopt resolution authorizing receipt of Emergency Solutions Grant-CV (ESG-CV) grant in an amount not to exceed \$1,967,600 and authorizing staff to execute the Standard Agreement and any subsequent amendments or modifications thereto, and take any necessary ESG-CV program or ESG-CV grant award related actions.

Executive Summary

Per Board direction in June, 2020, the report provided today includes an update on shelter and care aspects of the COVID-19 public health emergency response, presentation of the Santa Cruz County Homeless System Planning Six-Month Work Plan, and an update on the process to develop the three-year Strategic Action Plan. Additionally, the packet includes a State-required resolution authorizing the Homeless Services Coordination Office (HSCO) to apply for the Emergency Solutions Grant - CV (ESG-CV).

Background

The Board received updates in March, May, and June 2020 regarding the Focus Strategies technical assistance engagement, and the Board directed staff to return in August with an update on the work plan and strategic action plan. In late Spring, the Board also requested a report back on demobilization and transition planning for the COVID-19 Sheltering programs. The Focus Strategies project, led by HSCO, was initiated in April 2019 in partnership with the Human Services Department (HSD), the Health Services Agency (HSA) and the Planning Department (Planning). Due to the

COVID-19 pandemic, the magnitude of the homeless emergency response required, and the associated impacts on the continuity of County operations, the Focus Strategies project timeline and approach to the final phase of work, Action Planning, has been revised. A new deliverable, the six-month work plan, has been added to leverage and integrate the rapid-cycle learning and homeless system improvements that have occurred through the ongoing COVID-19 shelter and care operations. In June, the Board directed staff to bring the six-month work plan before the Board for consideration and provide a process update on the re-start of the action plan.

COVID-19 Shelter and Care

The County has been faced with an unprecedented public health event related to COVID-19 and the associated economic impacts. On March 4, 2020, the County's Health Officer declared a local health emergency based on an imminent and proximate threat to public health from the introduction of COVID-19 coronavirus in the United States and in neighboring Santa Clara County. The Board of Supervisors, on March 10, declared a State of Emergency in Santa Cruz County due to the spread of COVID-19. Governor Newsom, on March 18, issued an Executive Order granting local flexibility to respond to COVID-19 by waiving State legal and regulatory provisions to the extent that they restrict the ability of local jurisdictions to use funds from grant programs such as the Homeless Emergency Aid Program (HEAP) or, Homeless Housing, Assistance and Prevention (HHAP), or other State emergency homelessness funds to prepare for and address the COVID-19 impact on the homeless population.

The countywide homeless response to the COVID-19 emergency is being managed through the County's Incident Command Structure (ICS). Members of the DOC include a cross-departmental group of County staff from the Homeless Services Coordination Office (HSCO), HSD and HSA, and staff from the City of Watsonville and Santa Cruz. Divisions of the Shelter and Care DOC include Stabilizing Existing Shelter (Existing Shelter), Expanded Shelter in Place programs (Expanded Shelters), Transition Age Youth Sheltering in Place (TAY-SIP), Isolation/Quarantine/Vulnerable Populations Shelter (I/Q/V hotels), and Homeless Outreach Services and Support (HOSS). Each of these Divisions rapidly implemented a wide range of emergency activities.

The Shelter and Care DOC has supported existing shelter operations to implement shelter in place for shelter guests and expanded the number of SIP programs, at locations such as Veterans Memorial Buildings and in recreational vehicle trailers, for vulnerable people experiencing homelessness. Currently, 3 congregate care shelters are in operation, in addition to the 16 previously existing shelters. Several alternate facilities have been established to ensure proper isolation, quarantine, and SIP options for those either affected by COVID-19 or highly vulnerable. There are currently 4 motels (3 in North County and 1 in South County) serving people experiencing homelessness.

At the May 19, 2020 Board of Supervisors Meeting, staff was requested to begin to develop the demobilization and transition plan for the COVID-19 emergency sheltering operations and provide an update during summer budget hearings. An ad hoc team from the Shelter and Care DOC and EOC began to meet in June to assess the relative sustainability of each of the sheltering sites given their operational status, location, and importance in terms of COVID 19 objectives around containment of the virus. The group met four times. Concurrently, the finance section of the Shelter and Care DOC began to refine the original COVID-19 sheltering cost model for operations based actual expenditures to provide a financial basis for planning the demobilization of the sheltering operations. With the passage of the State Budget and the inclusion of Coronavirus Relief Fund (CRF) funding for counties, the working assumption was that

the County would continue to operate as many of the Expanded and I/Q/V sheltering programs that could be funded through December 2020 and potentially through 1st quarter of 2021 given the increase in cases anticipated to occur in the fall and winter.

Strategic Action Plan Development and Six-month Work Plan Implementation

In June 2020, staff provided a progress report to the Board on the final phase of the Focus Strategies engagement, developing a Strategic Action Plan for improving the homeless response system in Santa Cruz County. The plan pre-Coronavirus was to hold community-wide convenings to launch the planning process while Focus Strategies concurrently collected and refined predictive modeling data to inform program and system improvement strategies for inclusion in the strategic action plan. Due to the coronavirus (COVID-19) pandemic, a significant portion of the action planning process was delayed and has been re-envisioned in the context of COVID-19 restrictions.

An adapted timetable and approach was approved by the Board in June, which included “rebooting” a modified 3-Year Strategic Action Planning process in July 2020, integrated some new plan objectives, including drawing on lessons learned from the COVID-19 emergency response system and developing “rapid cycle” six month implementation plans that will allow community leadership to focus on specific near-term actions to reduce homelessness and improve the underlying response system in the face of fluid economic conditions and changing resources. The first Santa Cruz County Homeless System Planning Six-Month Work Plan to improve the community’s response to homelessness, provided as an attachment to this memo, will guide work activities through December 2020.

Emergency Solutions Grant - Coronavirus

On June 1, 2020 the California State Housing and Community Development (HCD) agency released a Notice of Funding Availability (NOFA) including \$983,800 allocated to CA-508, the Watsonville/Santa Cruz City & County Continuum of Care (CoC), known locally as the Homeless Action Partnership (HAP). The NOFA is attached. HSCO serves as the Collaborative Applicant for the CoC and is the Administrator for ESG funds. The County, on behalf of the COC, has applied for the ESG-CV funds for a Care Coordination pilot program including case management and housing navigation, and a flexible diversion/housing fund. This resolution is on the Board’s agenda today as the State requires an authorizing resolution (attached) which staff recommends that the Board adopt. The amount shown on the resolution is, by recommendation of the State, double the actual award amount.

Analysis

COVID-19 Shelter and Care

Stabilization and Expansion of Operations

In June, the Shelter and Care DOC began planning for an imminent phased demobilization of the expanded and I/Q/V shelters, but based on the recent surge in cases, transition planning has shifted from demobilization of sites to continuation of current operations and possible expansion. Given the significant resource demand of operating the COVID-19 sheltering programs on county staffing, the team is exploring the feasibility of transferring some operations to community partners if there is sufficient interest and expertise. Two additional motels (1 in North and 1 South - approximately 120 rooms) will be brought online through short term leases, to be used solely for additional isolation and quarantine capacity. These rooms will serve people

experiencing homelessness and people who live in crowded living situations to isolate/quarantine safely and mitigate the spread of COVID to other household members. One of the hotels became available as a result of the County's partnering with Grower Shipper Association of Central California (GSA). The GSA has been working to support agricultural workers with isolation and quarantine options in Monterey County. GSA was developing a similar program here and worked with the County to assume the GSA's negotiating position with the hotel and allowed the County to complete the agreement as part of the COVID-19 response. In addition, leases for the existing hotels have been extended through April with options to terminate with 30 - day notice, as needed. Additionally, expanded congregate SIP shelters using an indoor tent-based model, services for transitioned age youth (TAY) using a trailer-based model, and other shelter operations and wraparound supports and staffing are anticipated to continue through at least December 2020, and likely through Spring of 2021. The Shelter and Care DOC will be working with each location and appropriate jurisdictions about the feasibility of continuing operations.

The outdoor encampment on City property adjacent to San Lorenzo Park, known as the benchlands, was permitted under City of Santa Cruz Executive Order and is being transitioned to a full-service operation like the other SIP programs. The encampment will be managed in accordance with Center for Disease Control (CDC) guidance on encampments. The Shelter and Care DOC is providing outreach and some basic services to encampment residents. The benchlands SIP program will remain in place until the end of October, at which time the space must be cleared and clients relocated for safety from winter weather.

By agreement, the Shelter and Care DOC has prepared space and staged equipment for additional emergency shelter at the County Fairgrounds and is working with HSA to prepare operational plans for rapid stand-up and staffing of the site, should the space need to be utilized.

Introduction of Behavioral Health and Case Management Services

Behavioral Health outreach services, delivered by HSA, are being delivered at Existing and Expanded shelter sites. BH Mental Health Client Specialists (MHCS) are currently visiting four shelters that have had the highest incidence of behavioral health incidents: Santa Cruz Veterans Hall, Watsonville Veterans Hall, The Salvation Army South County Navigation Center and The Salvation Army Armory. Two MCHS visit each site once a week, with the two Santa Cruz sites (Veterans Hall and Armory) receiving visits twice a week. Services are bilingual and guests have the option of accessing counseling, information and referrals to Behavioral Health and Medical services. There are no qualifying criteria to receive services; they are available to all shelter guests at each of the identified sites. This outreach began on May 22, 2020 and since that date the occurrence of incidents has decreased.

The Shelter and Care DOC is in the process of hiring 2 MHCS and one Senior MHCS to provide targeted mental health case management for shelter residents at the I/Q/V and Expanded congregate shelter sites. Some of the shelter residents would benefit by having a case manager to help them manage their mental health challenges, help mitigate episodes, and connect them to available services. The staff will rotate to all four of the I/Q/V sites and the three Expanded congregate shelter sites.

In addition to behavioral health support for shelter guests, the Shelter and Care DOC has also provided Mental Health First Aid training to all shelter staff, including SIP, Expanded and IQV staff. Following the training, BH staff conducted a Q&A on the bi-weekly COVID-19 Shelter Workgroup. As an accompanying document, the Shelter &

Care DOC provided a one-page crisis assessment for shelter providers to triage emergencies and respond appropriately. BH has also provided a call line for shelter staff to access Monday-Friday, 8am-5pm, should they need support addressing a behavioral health incident in their shelter.

A Case Management and Housing Navigation Program is in development and will be piloted at three sites before being expanded. The three pilot sites are: Veterans Hall Watsonville, Veterans Hall Santa Cruz and one of the IQV shelter sites. The goal of the Program is to increase exits to shelter while providing a model for standardizing case management and housing navigation across the shelter system. As the Case Management and Housing Navigation Model are being developed, information and referral services will be provided to the Veterans Halls by Downtown Streets Team (Veterans Hall Santa Cruz) and The Salvation Army (Veterans Hall Watsonville) starting in August. The goal of these services is to connect shelter guests to resources that will aid them in accessing housing will lead to guests increasingly exiting the shelter program directly into housing.

Ongoing Challenges

Staffing a sustained emergency shelter operation of this scale presents a challenge, one that is made more difficult as permanent staff return to their regular duties, the economy begins to recover, and residents return to work. To date, the operation is staffed using a combination of disaster service workers, community partner staff, extra help employees, and a small number of volunteers. As the response moves into its fifth month of operations, plans to transition to a more sustainable model are under development. In addition to piloting a case management model designed to increase shelter guest exits directly into housing, staff is exploring the possibility of contracting out operations of some shelters through an RFP process.

Three-year Strategic Action Plan Development

A recalibration of the Three-year Strategic Action Plan has begun and is taking into account the local impacts of COVID-19 on homelessness, including changes to the community's current response to homelessness, changes in the economy and housing market as well as changes in the planning process. In this phase of plan development, the Project Advisory Group is drafting a mission, vision, principles, goals and strategies. Focus Strategies is creating a PowerPoint presentation which will be a contextual presentation that stakeholders can review to get oriented to all the work that has led up to the Strategic Action Plan. Focus Strategies will provide materials on all of the findings to date, together with the presentation, on a webpage that will go live and be announced broadly in mid-August. The project team will concurrently be developing a plan for virtual input sessions to be held in the latter part of August. The website, "office hours" held by Focus Strategies, and the input sessions will be used together to inform the drafting of the Three-year Strategic Action Plan.

Focus Strategies, HSCO and Project Advisory Group will draft the Strategic Action Plan in late August, including measurable objectives. The draft plan will be reviewed with the Project Advisory Group, Board members and other key stakeholders. In September, the draft plan will be posted for an open comment period. In October, final revisions based on the open comment period will be made, the plan will be finalized, and it will be presented to the Board for final approval. The plan provides, in summary:

August - Develop materials for gathering input, begin gathering input, draft strategic plan, and establish performance measures for the system.

September - Review draft plan, hold feedback sessions, open comment period. BOS

presentation of the draft Plan in mid-September.

October - Make revisions based on input from open comment period; final adoption of Three-Year Strategic Action Plan in late October.

Six-Month Homeless Response Work Plan Development and Implementation

The first six-month work plan for the Homeless Response System is provided as attachment for the Board's consideration and approval. Since the last report to the Board in June, the project team has adhered to the implementation timeline and completed the following key tasks:

- Development of the attached Santa Cruz County Homeless System Planning Six-Month Work Plan that identifies goals, objectives, and lead responsibility for all pieces.
- The project team has not yet had the opportunity to formally present the six-month work plan to the local cities but has worked closely with City staff from Watsonville and Santa Cruz and the 2x2 committee to gather their input. Input from the City of Santa Cruz reflects a desire to prioritize the governance and care coordination work, and Watsonville is most interested in prevention and expanding availability of housing resources.

Feedback on the Six-Month Work plan from the Focus Strategies Project Advisory Group as well as members of the Board of Supervisors is to prioritize implementation of an improved system governance structure. Also, the work plan will be updated to reflect SMART objectives and will use the format of the County's Operational Plan.

Focus Strategies continues to provide technical assistance as needed, including support for program and policy development, data analysis and evaluation.

The project team is turning its attention now toward the prioritized goals for this six-month plan, including:

- Goal 1: Stabilize and Strengthen the Shelter System, Building Upon Lessons Learned and Preserving Gains from COVID-19 Response
- Goal 2: Develop and Implement Rehousing Strategy for People in Shelter and Unsheltered (including priority for those vulnerable to COVID-19)
- Goal 3: Expand Availability of Housing Resources Targeted to People Experiencing Homelessness
- Goal 4: Implement Diversion and Targeted Prevention to Reduce Rate at Which People Newly Experience Homelessness
- Goal 5: Continue to Improve Availability and Effectiveness of Solutions-Oriented Outreach and Support Services for People Who Are Unsheltered, Building Upon Lessons Learned and Preserving Gains from COVID-19 Response
- Goal 6: Stand Up New Governance, Planning, Evaluation, and Communications Structure

HSCO and HSD Staff have initiated work with County Counsel to take the governance framework developed by the Focus Strategies Governance work group to develop the proposed homeless commission structure, to define the legal structure for the new commission, and to identify the structural and legal relationship between the new commission structure and the existing CoC governance.

In November, Focus Strategies and the project team will begin evaluation of the Santa Cruz County Homeless System Planning Six-Month Work Plan process and results and will identify updates and changes that may be needed in the *next* six-month work plan based on the ongoing COVID-19 response, the finalized Three Year Strategic Action

Plan, and established performance measures. Additionally, Focus Strategies will facilitate development of the next six-month work plan, aligned with the content of the Three-Year Strategic Action Plan adopted by the Board.

In developing the Six-Month Work Plan, many reviewers noted that it was ambitious and prioritized key gaps and opportunities but was balanced and achievable. Successful implementation of the Six-Month Work Plan may be impacted by COVID-19 and growing cases and associated economic impacts of the pandemic if County staff resources have to be diverted to emergency response.

Strategic Plan Element(s)

1.A (Comprehensive Health and Safety: Health Equity)

1.D (Comprehensive Health and Safety: Community Support)

2.D Attainable Housing: Homelessness - Assessing the performance of the current system to address homelessness and obtaining technical assistance for system planning and improvements directly supports the goal to expand homelessness services to reduce homelessness and increase housing stability.

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Resolution ESG-CV
- b Instructions for ESG-CV Resolution Template
- c Letter of DHCD, dated June 1, 2020
- d ESG-CV FAQs
- e Six-Month Work Plan



**County of Santa Cruz Board of Supervisors
Agenda Item Submittal**

From: John Leopold, First District Supervisor
(831) 454-2200

Subject: CARES Act Funding for Rental and Utility Assistance during the COVID-19 Pandemic

Meeting Date: August 4, 2020

Recommended Action(s):

- 1) Direct the County Administrative Office to identify CARE Act funds to provide at least \$1,000,000 of rental assistance and utility assistance for individuals affected by the COVID-19 pandemic; and
- 2) Include assistance funds in the budget to be adopted in August 2020.

Executive Summary

Santa Cruz County residents have been greatly impacted by the economic consequences of the closures caused by the COVID-19 pandemic. The loss of employment has affected all sectors of the workforce, but particularly low-wage workers. The State of California has provided funding from the federal CARES Act to assist with the impacts of the pandemic and the County should designate at least a million dollars towards rental and utility assistance to help those in need in our community.

Background

Since March of this year when Dr. Gail Newel, County Public Health Officer, issued the first Shelter-In-Place (SIP) order, businesses across the county were required to close as we worked to manage the spread of the COVID-19 virus. The shutdown of business was relaxed with orders, starting in May, but have not opened to the same extent as was available before the SIP order was issued. Recently with a surge of new cases in our county, the State required the closure of indoor activities for a wide range of businesses, leading to high level of unemployment and under-employment.

Analysis

The economic effects of the COVID-19 pandemic are becoming increasingly clear. Santa Cruz county unemployment stands at over 13%. While that number is down from its peak in April, it still stands higher than anytime during the Great Recession. Nationwide the pandemic has caused the nation's gross domestic product to fall at an annual rate of 32.9%. With a recent surge of new cases in our county and throughout the United States, it is unlikely that we will see economic relief or a "V-shaped recovery" any time soon.

Low wage workers are suffering the worst economic pain of the pandemic. Required social distancing measures have resulted in the major job losses in employment sectors for low-wage workers. Retail, restaurant, and hospitality sectors took some of the hardest hits and those industries are filled with low-wage workers. On the whole, low-

wage workers typically have jobs that are unable to translate to telework, meaning that closure of a workplace is a direct impact on their ability to earn income.

In late March, we saw unemployment claims in our county jump from approximately 150 claims each week to over 8,000 claims. Our unemployment rate currently stands at over 13% which is higher than the than the 12.3% high point of unemployment during the Great Recession. Even as our county has reopened, many businesses are hiring fewer employees due to restrictions on their business.

The loss of income comes on top of an already persistent housing affordability crisis. In a county where the average rent is over \$2,500 per month, the impact of a one-time stimulus check of \$1,200 from the federal government will not provide much relief.

While the federal government belatedly debates a bill to support cities and counties, the first CARES Act provided funds to the state. Through action by the Governor, our county is due to receive approximately \$28 million from the state's share of the CARES Act funds to support our community in over COVID-19 response. It is imperative that we help those in need and prevent a surge in homelessness in our community by allocating at least \$1,000,000 in these funds to provide rental and utility assistance to those affected by the COVID-19 pandemic.

While we have sought funds from other sources to also assist in helping community members with rental assistance, we must expand those resources to meet the need in our county. We can help prevent a portion of community from entering the homeless population by providing this critical assistance.

Strategic Plan Element(s)

This item supports the following County Strategic Plan Elements:

- 1.B. Provide access to food and basic support through integrated health care and social services.
- 2.D. Expand services to reduce homelessness and increase housing stability

Submitted by:

John Leopold, First District Supervisor



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: Human Services Department: Administration Services Division
(831) 454-4130

Subject: Consider Status Report on the Coordinated Entry System

Meeting Date: August 4, 2020

Recommended Action(s):

1. Accept and file the Smart Path Coordinated Entry System Status Update; and
2. Direct the Human Services Director to return to the Board of Supervisors in August 2021 with a status report on the Smart Path Coordinated Entry System.

Executive Summary

On October 1, 2018, the County Human Services Department began implementing Smart Path to Housing and Health (Smart Path), Santa Cruz County's Coordinated Entry System for persons experiencing homelessness. This memo provides an update on Smart Path's activities, lessons learned, and performance on Fiscal Year (FY) 2019-20 goals and proposed goals for FY 2020-21.

Background

The federal Department of Housing and Urban Development (HUD) required all local homeless Continuum of Care's (CoC) to implement a homeless Coordinated Entry System in order to continue receiving specific homeless services funding; Smart Path fulfills this requirement. While administered by the Human Services Department (HSD) since October 1, 2018, Smart Path is an initiative of the local CoC, known as the Homeless Action Partnership (HAP).

Smart Path seeks to streamline access to housing programs for persons experiencing homelessness in Santa Cruz County. Through Smart Path, persons experiencing homelessness complete a single uniform assessment to be considered for housing assistance through participating programs. Completed assessments are entered into Santa Cruz County's Homeless Management Information System (HMIS) and are used to prioritize participants for scarce housing resources based on vulnerability and need.

When a participating housing program has a vacancy, Smart Path utilizes the pool of completed assessments to provide program referrals for eligible individuals or families, which are prioritized based on a participant's vulnerability, as determined by their assessment score, length of time homeless, and date of assessment. Currently, more than twenty housing programs countywide including permanent supportive housing, rapid re-housing, and transitional housing fill their vacancies solely through Smart Path.

Locating individuals and families who receive a referral to a housing program can be challenging. To facilitate finding persons being referred to a housing program, Smart Path Assessors are trained to capture detailed contact information as part of the

assessment process. This information may include where a person frequents on a typical day, mailing address or phone number. Housing programs also utilize existing networks of service providers to help locate referred persons with whom they are acquainted.

HSD has service agreements with three community-based organizations to provide four full-time Smart Path Roaming Assessors (Assessors) who seek to ensure that all persons, and especially persons who are hard to engage, complete a Smart Path Assessment. To this end, the Assessors conduct assessments in locations that persons experiencing homelessness frequent, such as parks, food service programs and special events, such as Project Connect.

The four Assessors collectively completed 454 assessments during FY 2019-20. Differences in the number of assessments each Assessor completed was due to the different population types, the length of the engagement process for each person being assessed, and the location of persons being assessed. There are many other trained Assessors in the community, however the numbers below represent only the assessments completed by the Roaming Assessors. The Assessor positions and number of Smart Path assessments each completed are as follows:

- North County Assessor - focused on the northern half of Santa Cruz County; administered by Housing Matters, 147 Smart Path assessments
- South County Assessor - focused on the southern half of Santa Cruz County; administered by the Community Action Board, 165 Smart Path assessments
- Youth Assessor - focused on unaccompanied youth ages 18-24; administered by Encompass Community Services as part of the Youth Homeless Demonstration Project, 73 Smart Path assessments
- Family Assessor - focused on families; administered by Housing Matters as part of the contract with HSD for the CalWORKs Housing Assistance Move-in Program (CHAMP), 69 Smart Path assessments

Analysis

Smart Path Goals and Outcomes

In its October 8, 2019 memorandum to the Board of Supervisors, HSD proposed a series of outcome measures for Smart Path for FY 2019-20. The outcome measures were developed based on HSD’s experience implementing Smart Path for the last three-quarters of FY 2018-19. As noted below, the number of assessments conducted during FY 2019-20, almost met the two-year goal while both the housing program referrals and the referrals that resulted in persons entering permanent housing surpassed the goal identified. The referrals to transitional housing were lower than anticipated due to slower turn over and a reconfiguration of units during the COVID-19 crisis to provide additional spacing and a location for persons presumed or confirmed COVID positive to safely isolate.

Measurement	Outcome Goal	Actual
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New Smart Path Assessments	1,600*	1479
Housing program referrals	360	611**
Referrals resulting in persons moving into transitional housing	60	11
Referrals resulting in persons entering permanent housing	70	138
*The goal for New Smart Path Assessments reflects a two-year goal through June 2021 **Referral number includes duplicate counts of persons/families who were referred to multiple programs		

The Vulnerability Index-Service Prioritization Assistance Tool (VI-SPDAT) is the validated assessment tool used in Santa Cruz County to help determine the extent of a participant’s vulnerability; in basic terms, the higher the score, the more vulnerable the participant. The Smart Path Assessment includes locally developed questions along with the VI-SPDAT assessment tool. The table below describes the current scoring methodology and type of housing programs for each score range and participant type.

VI-SPDAT Score	Participant Type	Type of Housing Program
0-22	All Participants	Diversion
4-7	Single Adults and Transitional Age Youth (ages 18-24))	Rapid Rehousing or Transitional Housing
4-8	Families	Rapid Rehousing, Transitional Housing, or Emergency Shelter
8-17	Single Adults and Transitional Age Youth	Permanent Supportive Housing or Rapid Rehousing
9-22	Families	Permanent Supportive Housing, Rapid Rehousing, or Emergency Shelter

During FY 2019-2020, the score range for families fell between 2 and 19, while scores for single adults and Transition Age Youth (TAY) ranged from 1 to 17. Forty-five percent of the families assessed and 49% percent of single adults and TAY, had scores in the higher vulnerability ranges (9-22 for families and 8-17 for single adults and TAY.) Attachment A provides additional detail on the demographics of persons who completed a Smart Path Assessment.

Smart Path provides referrals when a participating program has a vacancy. While participating Smart Path permanent housing programs provide housing subsidies, case management, and other supports to facilitate participants’ ability to attain and maintain housing, few have designated housing units for participants to move into. Participants

are typically reliant on finding permanent housing in the private market where they face significant challenges in securing housing. As a result, there is often a significant gap between the time someone is referred to a housing program and when they secure a permanent housing unit.

FY 2019-20	Number of Days
Average number of days between completed Smart Path assessment and a housing referral	97
Average number of days from receiving a housing referral to moving into a permanent housing unit	286

Smart Path relies on information from the Point in Time count to gain a greater understanding of the demographics, including location, of Santa Cruz County’s homeless population. The HMIS system currently tracks whether a person exited homelessness into housing, however it does not capture the location of where people are housed. Smart Path continues to work closely with the CoC and Focus Strategies on evaluating the HMIS system and improving the quality and use of the data for system planning and decision-making.

Smart Path Changes

During FY 2019-2020, Smart Path included its first emergency shelter; the Rebele Family Shelter (Rebele), overseen by Housing Matters, and now fills all its vacancies through Smart Path referrals. Building on the successful incorporation of Rebele into the Coordinated Entry System and the new Shelter Referral Process implemented as part of the countywide COVID-19 homeless response, in FY 2020-21 Smart Path will continue working with partner agencies to assess opportunities to incorporate additional emergency shelters into the system.

In previous years, persons considered to be most vulnerable were typically only eligible to be referred to Permanent Supportive Housing programs, while persons in the mid-vulnerability range were eligible for referrals to both Rapid Re-housing and Transitional Housing Programs (HSD’s family Rapid Re-housing and the Veteran Rapid Re-housing programs accepted persons with scores in both the rapid re-housing and permanent supportive housing assessment ranges).

Last year, Smart Path staff conducted an analysis of the vulnerability of persons being referred to participating housing programs. This analysis showed that because the capacity of rapid re-housing and transitional housing programs in Santa Cruz County is far larger than Permanent Supportive Housing Programs, persons with a VI-SPDAT score within the Rapid Re-Housing and Transitional Housing range were more likely to be referred for housing assistance than persons considered more vulnerable; this was especially true for single adults and transition age youth. In accordance with its goal to prioritize housing assistance for participants most in need, Smart Path implemented a policy change to enable persons considered most vulnerable to also be referred to Rapid Re-Housing programs; this change will continue to be incrementally phased in

across programs throughout FY 2020-21.

Responding to the COVID-19 Crisis

With the onset of COVID-19, HUD issued new criteria of who was considered most vulnerable and recommended that jurisdictions temporarily shift their Coordinated Entry System's practices to address new vulnerabilities created through the COVID-19 health crisis. Based on the Center for Disease Control and Prevention's (CDC) guidelines, Santa Cruz County's COVID-19 homeless response prioritizes persons experiencing homelessness who have tested positive for or have been exposed to COVID-19 or are 65 and older and/or medically vulnerable for isolation/quarantine shelters located in contracted motels. To help protect persons experiencing homelessness, reduce the impact on the local health care system, and in alignment with the local COVID-19 homeless response objectives, Smart Path is prioritizing persons who face increased risk of mortality from COVID-19 for vacancies in participating permanent housing programs.

In Santa Cruz County, new homeless shelters and outreach teams were launched as part of the countywide COVID-19 homeless response. While the impetus for implementing these activities was to protect persons experiencing homelessness from COVID-19, they have proven to be unique opportunities to provide comprehensive supports and facilitate the attainment of permanent housing. As described above, homeless service providers are continually challenged to engage with and provide consistent services to persons living unsheltered because of their inability to locate them.

The new COVID-19 shelters not only provide venues at which persons experiencing homelessness can be consistently found and engaged but have also proven to be locations at which persons typically hesitant to participate in traditional homeless services systems will stay. Similarly, the new coordinated outreach teams implemented as part of the COVID-19 homeless response have provided new opportunities for consistent engagement with persons living unsheltered whose interactions with homeless services or other systems have previously been limited. Over the coming months, Smart Path will work with its partner agencies to utilize these new engagement opportunities to facilitate housing assistance to highly vulnerable persons experiencing homelessness countywide.

Focus Strategies

At the beginning of FY 2019-20, Focus Strategies prepared a Homeless System Baseline Assessment Report for Santa Cruz County which included in its interim recommendations, implementation of a Systemwide Diversion Practice to Reduce Inflow. To compliment the work on diversion, Focus Strategies also recommended that Smart Path shift toward dynamic prioritization. Dynamic prioritization, also known as Inventory-Based prioritization, is a strategy in which the number of persons prioritized for resources is informed specifically by the anticipated availability of permanent housing openings that will occur within a short timeframe (usually 30-60 days).

As described in the County Administrator Office's March 10, 2020 report back to the Board of Supervisors, the Smart Path team coordinated with Focus Strategies to convene a *Systemwide Diversion and Coordinated Entry Refinement Work Group* to

develop an implementation plan for the provision of diversion and problem-solving practices, in conjunction with refinements to Smart Path processes and policies. The Work Group held seven meetings between September 2019 and January 2020 and was drafting a design for systemwide diversion and a more streamlined process that will be more effective in supporting those with the highest needs to secure housing assistance, while providing problem solving assistance to those with lower needs. Unfortunately, these efforts were put on hold with the Smart Path team's deployment to assist in the County's COVID-19 homeless response activities. The Smart Path team is extremely eager to complete planning and begin implementation of the new Coordinated Entry System model during FY 2020-21.

Smart Path Assessment Trainings

During its meetings, the Systemwide Diversion and Coordinated Entry Refinement Work Group determined that a new Smart Path assessment and process was needed to better ensure that persons with the highest needs and vulnerabilities were prioritized for limited housing assistance. Because of these anticipated changes, Smart Path determined that it did not make sense to train new assessors on a process that would soon be obsolete. As a result, Smart Path only conducted one new assessor training in FY 2019-20. In addition, to the new Assessor training, Smart Path coordinated with Focus Strategies to provide an introductory training on diversion strategies. In FY 2020-21, Smart Path will provide trainings on the new assessment and prioritization process prior to implementation.

Committee Meetings

Smart Path staff facilitated two ongoing committee meetings designed to identify challenges and potential solutions to addressing homelessness countywide. Due to the significant time required of staff from both Smart Path and other County and community-based organizations on the countywide COVID-19 homeless response, this spring the Smart Path Steering Committee was unable to meet, and the Housing Workgroup meetings were reduced to monthly.

- **Smart Path Steering Committee:** co-chaired by staff from Smart Path and the Veterans Resource Center, this committee meets every other month and is typically attended by managers and supervisorial staff of homeless service agencies, HAP representatives, staff from the Health Services Agency (HSA) and County Administrators Office. The Committee evaluates potential changes to policies and practices to facilitate Smart Path's ability to more comprehensively, efficiently, and effectively serve all persons experiencing homelessness, especially those with the highest needs.
- **Housing Workgroup:** this committee, led by Smart Path, meets twice monthly and is attended by staff from community-based organizations, HSA, and HAP. Committee meeting topics include presentations from programs that serve persons experiencing homelessness, discussions of systemwide challenges to serving clients and potential solutions, feedback on Smart Path's performance, recommended improvements, and case conferencing.

Lessons Learned

Implementation of Smart Path continues to be an ongoing learning process. As

evidenced by the above description of Smart Path’s outcome goals and actual accomplishments, the number of persons experiencing homelessness countywide continues to far outnumber the available housing programs to which Smart Path can provide referrals.

The Smart Path program, in collaboration with the Smart Path Steering Committee and the HAP, will continue to identify opportunities to:

- Increase the number of housing programs that only fill their vacancies through Smart Path;
- Identify policy changes that support persons with the greatest needs and vulnerabilities to be prioritized for housing assistance;
- Implement effective diversion strategies to facilitate persons’ ability to quickly resolve their own homelessness; and
- Build on the COVID-19 homeless response activities including the new outreach and shelter programs to engage hard to serve persons.

Next Steps

As described above, over the next year, Smart Path will work closely with the HAP, governmental and community-based partner agencies, and persons with lived experience to continue to make Smart Path more effective and efficient. Smart Path will continue development and implementation of a new countywide diversion strategy to reduce the inflow into the homeless crisis response system while shifting towards a dynamic prioritization process that more flexibly and immediately offers available housing resources to persons who need them most acutely. Smart Path will also continue to assess the incorporation of additional emergency shelters into its referral system.

HSD will collaborate with County and community partners to achieve the following outcomes during FY 2020-21:

Measurement	Outcome Goal
Housing program referrals	400*
Referrals resulting in person/families moving into emergency shelter	40
Referrals resulting in persons moving into transitional housing	15
Referrals resulting in persons entering permanent housing	150
*This outcome goal is fewer than the number of referrals provided in FY2019-20 because the new dynamic prioritization strategy is expected to improve referral matches, decreasing the number of denied and duplicate referrals.	

HSD will provide an update to the Board on the above Smart Path goals and outcomes and other related information in August 2021.

Finally, Smart Path has been working closely with HSD’s Business Analytics team to

develop a framework for ongoing assessment of the system's performance. This will include, at a minimum, utilization and performance towards desired outcomes, tracking diversion efforts and results, and conducting an equity analysis across all aspects of the system. Smart Path will utilize this framework to inform ongoing quality improvement planning in partnership with the Smart Path Steering Committee, the HAP, and other stakeholders.

Strategic Plan Element(s)

Attainable Housing: Expand services to reduce homelessness and increase housing stability. The Smart Path system will prioritize housing openings to the most vulnerable people experiencing homelessness in an effort to reduce homelessness and increase housing stability.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Smart Path Coordinated Entry System FY 2019-20 Status Update (Attachment A)
- b Smart Path Coord Entry System FY 2019-20 Status Update (Attachment B)



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: Human Services Department: Workforce Development Board
(831) 454-4130

Subject: Approve Youth Services Workforce Development Agreement

Meeting Date: August 4, 2020

Recommended Action(s):

Approve an amended agreement with Santa Cruz County Office of Education (SCCOE) in the amount of \$800,000, to provide workforce development youth services, and authorize the Human Services Director to execute the agreement, and take related actions as recommended by the Director of Human Services.

Executive Summary

The Human Services Department (HSD) Workforce Development Board (WDB) recommends the approval of an agreement with Santa Cruz County Office of Education (SCCOE) amending the contract's insurance clauses. The agreement provides workforce development youth services to Workforce Innovation and Opportunity Act (WIOA) eligible Santa Cruz County youth.

Background

WIOA was enacted on July 22, 2014 and supersedes the Workforce Investment Act (WIA) of 1998. HSD WDB oversees the youth program services funded annually through the WIOA. SCCOE provides WIOA youth services through their Sueños program.

The Sueños program is designed to provide educational, training and employment opportunities to eligible youth in Santa Cruz County. Sueños helps youth and young adults develop workplace skills that will prepare them to enter and thrive in an increasingly competitive labor market. Services include job readiness and career development, GED/high school diploma preparation, as well, as college or vocational school exploration; paid and unpaid work-based learning experiences in demand occupations.

The WDB is required to conduct a competitive procurement process for program services at least once every four (4) years. WIOA youth services was competitively awarded to SCCOE in program year (PY) 2015/16 and again in PY 2018/19. The current competitively awarded contract concluded its second year in PY 2019/20 can be renewed an additional two (2) years through PY 21/22.

During the PY 2020/21 contract renewal process, SCCOE requested amendments to the County Independent Contractors Agreement (ICA) insurance terms and conditions. There were no Scope of Work program nor Budget changes.

Analysis

Citing excessive liability exposure and subrogation limitations, SCCOE requested the following clauses be removed from their County ICA:

INSURANCE.

If CONTRACTOR normally carries insurance in an amount greater than the minimum amount required by the COUNTY for this Contract, that greater amount shall become the minimum required amount of insurance for purposes of this Contract.

Other Insurance Provisions

(5) CONTRACTOR hereby grants to COUNTY a waiver of any right of subrogation which any insurer of said CONTRACTOR may acquire against the COUNTY by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the COUNTY has received a waiver of subrogation endorsement from the insurer.

County Counsel and Risk Management staff have reviewed and approved the amended document.

Financial Impact

The Workforce Innovation and Opportunity Act formula allocation funds the Workforce Development Board youth services program, contracted with Santa Cruz County Office of Education, known locally as Sueños. This agreement, in the amount of \$800,000, does not result in an additional General Fund contribution.

- WDB SCCOE No. 21W3379 - GL Key-Object: 391600-75247

Strategic Plan Element(s)

5.A/5.D (Dynamic Economy: Educational Opportunity/Regional Workforce) - The WDB contracts with Santa Cruz County Office of Education for a program that supports partnerships that promote early learning, higher education, and vocational and lifelong studies. Additionally, program participation creates opportunities to develop youth as the future regional workforce.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Contract 21W3379 SCCOE
- b ADM-29 21W3379 SCCOE



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: County Administrative Office

(831) 454-2100

Subject: 2020-21 Supplemental Budget for Homeless Services
Coordination Office

Meeting Date: August 10, 2020

Recommended Actions:

- 1) Approve the 2020-21 Supplemental Budget for the Homeless Services Coordination office, as outlined on pages 111-114; and
- 2) Schedule the revised changes to the Continuing Agreements Lists (pages 231-232) for final approval on Last Day Budget Hearings on August 18, 2020.

Executive Summary

The 2020-21 Supplemental Budget revises the Proposed Budget for the County of Santa Cruz Homeless Services Coordination Office (HSCO) in the amount of \$4,277,410 in financing which supports a portfolio of homeless services contracts issued through HSCO on behalf of the Continuum of Care (CoC), and the ongoing work of the HSCO with staffing of 2.0 funded full-time equivalent positions.

The Supplemental Budget for HSCO reflects an increase from the Proposed Budget of \$4,277,510 in expenditures and an increase of \$4,415,139 in revenues, resulting in a decrease of \$137,729 or 11% in General Fund contribution to address financial constraints as a result of the COVID-19 financial impacts.

Analysis

The expenditure increase of \$4,277,411 results from a Services and Supplies increase in the amount of \$4,424,110 for Homeless Emergency Aid Program (HEAP) and California Emergency Solutions and Housing (CESH) contracts issued to service providers, offset by eliminating Extra Help for a reduction of \$88,921 in Salaries and Benefits and eliminating Other Charges to zero for a reduction \$57,779.

The revenue increase of 4,415,139 reflects a \$4,160,003 increase in Contributions from Other Funds for HEAP and CESH-funded activities; \$102,704 increase in Cost Recovery for Continuum of Care jurisdictional contributions, as all CoC administrative activities that jurisdictions contribute to will be payable to the Homeless Services Coordination Office instead of Planning in FY 2020-21; and \$152,432 in Contributions and Donations to support Homeless Management Information System costs.

Operational impacts will be minimal, as the majority of the funding in this budget unit is from state and federal sources. In addition to the General Fund contribution reduction of \$137,729, this budget is also absorbing \$111,659 in CoC administrative costs

previously paid for through the Planning Department Housing Services Contract. The combined impact of the budget reduction and absorption of costs will be a reduction of \$249,388 in funds available for direct homeless services. The elimination of extra help and the 7.5% furlough reductions to existing HSCO staff salaries and benefits are not expected to significantly impact operations.

Over the next year, HSCO will continue to staff and support the administration of the CoC, work fluidly to respond to COVID-19 impacts, and continue the work as outlined in the County Operational Plan, including ongoing project management of the Focus Strategies engagement to plan, refine, and implement the components of the Six Month work plan, to complete the Three-Year Strategic Action Plan, and to evaluate and adjust our approach on a rapid-cycle Plan-Do-Study-Act basis. The goal areas included in the July 2020- December 2020 six-month work plan are:

- Stabilize and Strengthen the Shelter System, Building Upon Lessons Learned and Preserving Gains from COVID-19 Response
- Develop and Implement Rehousing Strategy for People in Shelter and Unsheltered
- Expand Availability of Housing Resources Targeted to People Experiencing Homelessness
- Implement Diversion and Targeted Prevention to Reduce Rate at Which People Newly Experience Homelessness
- Continue to Improve Availability and Effectiveness of Solutions-Oriented Outreach and Support Services for People Who Are Unsheltered
- Stand Up New Governance, Planning, Evaluation, and Communication Structure

In FY 2020-21, anticipated on or around October 1, 2020, the Homeless Services Coordination Office, which was incubated in the County Administrative Office (CAO) since January 2016, will transition out of the CAO and into the new Housing for Health division in the Human Services Department. Existing HSCO staff will transfer to the new division which will also consolidate three key components of the Continuum of Care under one umbrella: Collaborative Applicant, Coordinated Entry Lead Agency, and HMIS Lead Agency. CAO and HSCO staff are working closely with HSD leadership to plan and implement the transition. Also on today's agenda is the Human Services Department budget presentation which will incorporate a discussion of the Homeless Services Coordination Office transition.

There are no impacts anticipated to the operational plan as a result of the budget reduction.

Financial Impact

The Homeless Services Coordination Office proposed budget includes \$6,144,873 in expenditures, \$4,983,294 in revenues and \$1,161,579 in General Fund contribution, reflecting a decrease of \$137,729 or 11% from the 2020-21 Proposed Budget.

Strategic Plan Element(s)

The 2020-21 Proposed Budgets for the Homeless Services Coordination Office meet the following Strategic Plan Goals:

- 1.A (Comprehensive Health & Safety: Health Equity)
- 1.B (Comprehensive Health & Safety: Community Support)
- 1.D (Comprehensive Health & Safety: Behavioral Health)
- 2.A (Attainable Housing: Affordable Housing)
- 2.D (Attainable Housing: Homelessness)
- 5.A (Dynamic Economy: Regional Workforce)
- 5.B (Dynamic Economy: Community Vitality)
- 6.D (Operational Excellence: Continuous Improvement)

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a 2020-21 Supplemental Budget, pages 111-114
2020-21 Supplemental Budget, Pages 111-114 (web link)
- b 2020-21 Supplemental Line Item Detail, Pages 356-357
2020-21 Supplemental Line Item Detail, Pages 356-357 (web link)
- c 2020-21 Supplemental Continuing Agreements List, Pages 231-232 (web link)



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: Human Services Department: Administration Services Division

(831) 454-4130

Subject: 2020-21 Supplemental Budgets for Human Services Department

Meeting Date: August 10, 2020

Recommended Action(s):

- 1) Consider approval of the 2020-21 Supplemental Budgets for the Human Services Department, as outlined on pages 115-122; and
- 2) Schedule the revised changes to the Continuing Agreements List (pages 238-243 and 253) for final approval on Last Day Budget Hearings on August 18, 2020.

Executive Summary

The 2020-21 Supplemental Budgets revise the Proposed Budgets for the Human Services Department in the amount of \$153,632,998 and supports four divisions: Social Services, Veterans Services, Workforce Innovation and Opportunity Act and Entitlements with staffing of 509.0 funded full-time equivalent (FTE) positions, and 17.5 unfunded positions.

The Supplemental Budgets for HSD reflect an increase from the Proposed Budgets of \$7,744,175 in expenditures and an increase of \$8,471,936 in revenues, resulting in a decrease of \$727,761 or 5% in General Fund contribution and an increase of 2.0 FTE positions to address financial constraints as a result of the COVID-19 financial impacts.

Analysis

Human Services Department Operations

The COVID-19 public health emergency has led to a significant increase in the need for safety net services which is expected to continue with caseloads growing by an additional 20% to 30% this fiscal year. The budgeted funding is expected to support the increased caseloads along with the department's operational goals and objectives. The majority of the operational plan objectives will not be directly impacted, and the department's primary focus will be on food access and security, homeless assessments, housing assistance, and job training.

Housing for Health Division

Over the upcoming months, the governance and provision of services for the Homeless Services Coordination Office (HSCO) currently housed in the County Administrative Office (CAO) will transition to HSD under the new Housing for Health Division approved by the Board in May. The division will consist of a Director of Housing for Health and the existing HSCO staff. Also on today's agenda is the HSCO budget, which provides detail

on the Supplemental Budget changes. The HSCO Operational Plan objectives will not be directly impacted as result of the HSCO budget reduction.

Furlough and Staffing

HSD staff are participating in the County required workforce reduction through furlough to begin in July to minimize position eliminations and service reductions. The County has set dates for building closures; however, HSD offices will remain open to ensure services continue to be provided to the community.

The following staffing changes were made to accommodate the expected increase in caseloads and result in a budgeted increase of 2.0 FTE positions:

- Delete 2.0 FTE
- Unfund 3.0 FTE
- Fund 5.0 FTE
- Add 2.0 FTE

I want to thank the dedicated employees of the Human Services Department who continue to effectively and compassionately deliver services to individuals and families throughout our community.

Financial Impact

Due to increased State and federal funding, the Human Services Department Supplemental Budgets include \$153,632,998 in expenditures, \$139,013,994 in revenues and \$14,619,004 in General Fund contribution, reflecting a decrease of \$727,761 or 5% percentage from the 2020-21 Proposed Budget.

Strategic Plan Element(s)

The 2020-21 Supplemental Budgets for the Human Services Department meet the following Strategic Plan Goals:

- 1.A (Comprehensive Health & Safety: Health Equity)
- 1.B (Comprehensive Health & Safety: Community Support)
- 1.D (Comprehensive Health & Safety: Behavioral Health)
- 2.D (Attainable Housing: Homelessness)
- 5.A (Dynamic Economy: Regional Workforce)
- 5.B (Dynamic Economy: Community Vitality)
- 5.C (Dynamic Economy: Local Businesses)
- 6.A (Operational Excellence: Customer Experience)
- 6.B (Operational Excellence: County Workforce)
- 6.C (Operational Excellence: County Infrastructure)
- 6.D (Operational Excellence: Continuous Improvement)

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Attachments:

- a 2020-21 Supplemental Budget, Pages 115-122
2020-21 Supplemental Budget, Pages 115-122 (web link)
- b 2020-21 Supplemental Line Item Detail, Pages 357-363
2020-21 Supplemental Line Item Detail, Pages 357-363 (web link)
- c 2020-21 Supplemental Continuing Agreements List, Pages 238-243 & 253
2020-21 Supplemental Continuing Agreements List, Pages 238-243 & 253 (web link)



**County of Santa Cruz Board of Supervisors
Agenda Item Submittal**

From: Human Services Department: Administration Services Division
(831) 454-4130

Subject: 2020-21 Supplemental Budget for CORE Investments

Meeting Date: August 10, 2020

Recommended Action(s):

- 1) Consider approval of the 2020-21 Supplemental Budget for Collective of Results and Evidence-based (CORE) investments, as outlined on pages 83-85; and
- 2) Schedule the revised changes to the Continuing Agreements List (pages 238-243 and 253) for final approval on Last Day Budget Hearings on August 18, 2020.

Executive Summary

The 2020-21 Supplemental Budget revises the Proposed Budget for CORE Investments in the amount of \$3,969,000.

The Supplemental Budget for CORE Investments reflects a decrease from the Proposed Budget of \$436,000 in expenditures and no change in revenues, resulting in a decrease of \$436,000 or 10% in General Fund contribution due to the financial impact of the ongoing COVID-19 public health emergency.

Background

CORE Investments is a results-based collective impact funding model providing safety net services supporting the community's most vulnerable residents. The funds outlined in the Supplemental Budget support non-profit organizations and local public agencies who provide safety net services in the areas of health, mental health, substance use, homelessness, seniors, children and youth.

Over the last three fiscal years, CORE Investments has evolved as both a funding model and a movement to achieve equitable health and well-being for all residents of Santa Cruz County. A framework of eight CORE Conditions identified through extensive community input is the basis for a menu of results that connects each CORE Condition to community-level impacts and indicators and program-level outcomes and indicators that can help signify progress and gaps, particularly in various dimensions of equity.

In an attempt to align with the new budget cycle, on December 11, 2018, the Board directed the Human Services Department (HSD) to extend the CORE Investments agreements awarded under the original CORE Investments Request for Proposals (RFP) to four fiscal years, with 2020-21 as the final year and a new CORE Investments RFP scheduled for fall of 2020. However, to minimize administrative burdens and prioritize service during COVID-19, on May 12, 2020, the Board approved a plan to

continue existing CORE Investments services and agreements, with consideration of any required budget reductions, for another year through 2021-22. This postponed the anticipated release of the CORE Investments RFP to fall of 2021.

On November 19, 2019, to adjust to the biennial funding cycle, the Board approved an extension for the 2019-20 Set Aside Awards for one year through 2020-21.

The COVID-19 public health emergency and shelter-in-place requirement resulted in an economic downturn, causing reduced revenues from sales tax, transient occupancy tax and charges for some services as much as 20% of the annual estimates, leaving an anticipated loss to the General Fund.

Analysis

Although the reduction in the overall CORE Investments budget will not have a significant impact on HSD achieving the CORE Investments specific action steps in the County Operational Plan objectives, the reduction will potentially impact the program services that serve as the foundation of CORE Investments operations. CORE Investments fund non-profit organizations and local public agencies that support safety net services in the areas of health, mental health, substance use, homelessness, seniors, children and youth. These services are tied closely to departmental operational goals.

It is anticipated that the 10% decrease to the agreements with agencies funded by CORE Investments will impact provision of safety net services during a time of great need for these types of services. The extent of these impacts will vary across service providers and may include a reduction of services potentially further straining service capacity and delivery as the COVID-19 public health emergency continues.

Financial Impact

The CORE Investments Supplemental Budget includes \$3,969,000 in expenditures and no change in revenues, and reflects a decrease of \$436,000 or 10% in General Fund contribution from the 2020-21 Proposed Budget.

Strategic Plan Element(s)

The 2020-21 Supplemental Budget for CORE Investments supports the following Strategic Plan Goals:

- 1.A (Comprehensive Health & Safety: Health Equity)
- 1.B (Comprehensive Health & Safety: Community Support)

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a 2020-21 Supplemental Budget, Pages 83-86
2020-21 Supplemental Budget, Pages 83-85 (web link)
- b 2020-21 Supplemental Line Item Detail, Pages 341-342
2020-21 Supplemental Line Item Detail, Pages 341-342 (web link)
- c 2020-21 Supplemental Continuing Agreements List, Pages 238-243 & 253
2020-21 Supplemental Continuing Agreements List, Pages 238-243 & 253 (web link)



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: John Leopold, First District Supervisor, Bruce McPherson, Fifth District Supervisor
(831) 454-2200

Subject: Urgency Ordinance To Prohibit Evictions Related to COVID-19 Pandemic Losses

Meeting Date: August 18, 2020

Recommended Action(s):

Adopt the attached urgency ordinance to amend Santa Cruz County Code Chapter 8.48 to place a new temporary moratorium on residential and commercial evictions, through September 30, 2020, of tenants who demonstrate that they have suffered a substantial loss of income or experienced substantial out-of-pocket medical expenses related to the COVID-19 pandemic or any local, state, or federal actions imposed in response to the pandemic.

Executive Summary

The County should enact a new temporary moratorium on evictions for residential and commercial properties affected by the coronavirus pandemic. The County's initial moratorium expired on May 31, 2020, but it was not necessary to renew it at that time because in April the Judicial Council adopted an Emergency Rule that effectively stopped all evictions other than those related to health and safety. However, the Judicial Council just rescinded that rule, effective September 1. Without taking local action, there will be no measure in effect that prevents evictions for those experiencing financial losses associated with COVID-19. Because the County is currently only authorized to take local action to prohibit such evictions through September 30, 2020, this item recommends amendment of County Code Chapter 8.48 to prohibit evictions through that date.

Background

The County of Santa Cruz is currently in the midst of fighting the coronavirus pandemic which, as of August 12, has resulted in 1,316 reported cases of COVID-19, including 934 active cases and six fatalities. State and local declarations of emergency remain in effect. In March, Governor Newsom authorized local jurisdictions to implement prohibitions on evictions of those tenants who could demonstrate that their failure to pay rent was due to a substantial loss of income or substantial medical expenses. At that time, the authority was only available to prevent evictions through May 31, 2020. Soon after the Governor provided this authorization, the Board of Supervisors adopted an urgency ordinance to add Chapter 8.48 to the Santa Cruz County Code to prohibit evictions stemming from losses related to the pandemic. The Governor has since issued an additional Executive Order authorizing local prohibitions through September 30, 2020.

In April, the Judicial Council adopted an Emergency Rule which effectively halted all evictions other than those related to health and safety concerns. As adopted, the Emergency Rule was scheduled to remain in place until 90 days after the Governor's State of Emergency is rescinded. However, on August 13, the Judicial Council ordered that the Emergency Rule will expire effective September 1, 2020. Accordingly, this item is being brought forward to reinstate the local prohibition on COVID-related evictions through September 30, 2020, which is the extent of our local authority at this point.

Analysis

As acknowledged by the Chief Justice, the Judicial Council is withdrawing its Emergency Rule to encourage the State Legislature to enact laws specific to this issue. To that point, there are several bills currently in front of the Legislature on this topic, including SB 1410.

The pandemic has resulted in a severe loss of income and increase in expenses to many Santa Cruz County residents and made it extremely difficult for many people to pay their rent on time. The County is already suffering from an affordable housing crisis, and allowing residents to be forcibly displaced in the midst of the pandemic is not sound public policy. Thus, it is appropriate to amend our County Code to reinstate the local prohibition on evictions through September 30, 2020. Attached hereto is a copy of a draft urgency ordinance and a strike-out/red line version of Chapter 8.48 reflecting the necessary changes to accomplish this. Adoption of this urgency ordinance requires a 4/5 vote of the Board.

Strategic Plan Element(s)

This item supports the following County Strategic Plan Elements:

- 2.d. Attainable Housing: Expand services to reduce homelessness and increase housing stability.
- 5.c. Dynamic Economy: Strengthen and retain small businesses and key sectors through innovation, flexibility and technology.

Submitted by:

John Leopold, First District Supervisor, Bruce McPherson, Fifth District Supervisor

Attachments:

- a Urgency Ordinance Extending Date On Prohibition Of Evictions Related To COVID19 Loss Of Income - signed version
- b Chapter 8.48 Amendments (strikeout-underline)

cc:

County Administrative Office
Clerk of the Board
Auditor-Controller-Treasurer Tax Collector



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: County Administrative Office

(831) 454-2100

Subject: Ratification of Proclamation of Local Emergency for 2020 CZU
Lightning Complex Fires

Meeting Date: August 25, 2020

Recommended Action(s):

Adopt resolution ratifying the proclamation of a Local Emergency for the 2020 CZU Lightning Complex Fires, as proclaimed by the County Administrator Officer as the Director of Emergency Services on August 19, 2020.

Executive Summary

Wildfires known as the CZU August Lightning Complex Fires began August 15, 2020 and have destroyed structures and threatened numerous residences and acres, resulting in the evacuations and displacement of residents, road closures and damage to property and utility systems. The wildfires are still burning out of control, with minimal containment as of this date. On August 19, 2020, the County Administrative Officer, acting as the Director of Emergency Services, proclaimed a local emergency related to these wildfires. The proclamation is appended to the attached draft resolution.

When a local emergency is proclaimed by the Director of Emergency Services, the County Code requires that the Board of Supervisors ratify the proclamation within seven days. County staff will return to your Board on a timely basis to request any necessary extensions of the proclaimed local emergency.

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Resolution Ratifying Proclamation of Local Emergency



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: County Administrative Office

(831) 454-2100

Subject: Resolution to Ratify Declaration of Local Health Emergency

Meeting Date: September 1, 2020

Recommended Action(s):

- 1) Adopt resolution ratifying and extending for 30 days the County Health Officer's Declaration of Local Health Emergency, dated August 26, 2020, related to the CZU August Lightning Complex Fires.
- 2) Direct the County's Health Officer to report back to the Board on the need for continuing the local health emergency no later than the date coinciding with the expiration of the resolution, and delegate to the Health Officer authority to terminate the declaration at the earliest possible date that conditions warrant the termination.

Executive Summary

Wildfires known as the CZU August Lightning Complex Fires ("Fires") began August 15, 2020. These Fires have destroyed structures and threatened numerous residences and acres, resulting in the evacuations and displacement of residents, road closures and damage to property and utility systems. On August 26, 2020, the County's Health Officer declared a local health emergency based on an imminent threat to public health from the Fires. The Health Officer's declaration must be ratified by the Board and extended in order to remain in effect.

Background

The conditions created by the Fires have created and are continuing to create debris which constitute hazardous waste and a threat to public health, such as smoke, ash, charred remains and significant damage to buildings and infrastructure that include hazardous materials. These materials contain toxic particulate matter, can be very harmful if inhaled, and may contaminate drinking water supplies. Exposure to hazardous substances may lead to acute and chronic health effects and may have long-term public health and environmental impacts.

As of August 27, 2020, over 81,000 acres have burned, at least 635 structures in Santa Cruz County have been destroyed, and there has been one fatality. As damage inspections continue, the number of structures damaged or destroyed will increase. The fires remain active and continue to threaten tens of thousands of structures. As residents return to their properties to assess and address damages, it will be necessary to consider and implement appropriate health strategies to minimize personal injuries to those interacting with hazardous substances.

Analysis

Health and Safety Code section 101080 authorizes a local health officer to declare a local health emergency in the health officer's jurisdiction whenever the health officer reasonably determines that there is an imminent and proximate threat of the introduction of any contagious, infectious, or communicable disease, chemical agent, noncommunicable biologic agent, toxin, or radioactive agent.

On August 26, 2020, the County's Health Officer declared a local health emergency based on an imminent and proximate threat to public health from the Fires. By adopting the attached resolution, the Board will ratify and extend the local health emergency for 30 days.

Under Health and Safety Code section 101080 the local health emergency will remain in effect for 30 days from the date the resolution is adopted, unless extended by further resolution, or earlier terminated by the Health Officer. The resolution delegates authority to the Health Officer to terminate the local health emergency at the earliest possible date that conditions warrant the termination.

Strategic Plan Element(s)

This item supports the following County Strategic Plan Elements:

- 1.A. Comprehensive Health & Safety: Health Equity
- 1.B. Comprehensive Health & Safety: Community Support
- 6.C. Operational Excellence: County Infrastructure

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Resolution Ratifying Local Health Emergency
- b Declaration of Local Health Emergency August 26, 2020



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: County Administrative Office

(831) 454-2100

Subject: Contract Amendment with Second Harvest Food Bank

Meeting Date: September 1, 2020

Recommended Action:

- 1) Approve an amendment to the agreement with the Second Harvest Food Bank, increasing the total contract amount by \$360,000 to a new not to exceed amount of \$1,287,000, for provision of emergency food and distribution in response to increased food insecurity in Santa Cruz County resulting from the COVID-19 public health emergency; and
- 2) Authorize the Human Services Director to sign the amendment.

Executive Summary

As part of the response to the COVID-19 pandemic emergency response, the County has contracted with the Second Harvest Food Bank (SHFB) to purchase and distribute emergency foods to help offset the increase in food insecurity throughout Santa Cruz County. The agreement and its first two amendments were approved in 30-day increments under the emergency procurement authority approved by the Board on April 28, 2020. The attached third amendment extends the term through September 7, 2020 and increases the County share of cost by \$360,000, for a total County cost of \$1,287,000, requiring Board approval.

Background

On March 4, 2020, the County's Health Officer declared a local health emergency based on an imminent and proximate threat to public health from the COVID-19 coronavirus, including a Shelter in Place order. The Board then declared a local emergency pursuant to Government Code Section 8630 at the Board's meeting on March 10, 2020. On April 28, 2020, the General Services Department (GSD) was authorized to enter into COVID-19 response related service contracts up to \$1,000,000.

Under the President's March 13, 2020 Nationwide Emergency Declaration for Coronavirus Disease 2019 (COVID-19), subsequent major disaster declarations for COVID-19, and the US Department of Homeland Security Federal Emergency Management Administration (FEMA) policy FP 104-010-03, *Coronavirus (COVID-19) Pandemic: Purchase and Distribution of Food Eligible for Public Assistance*, the County of Santa Cruz applied for and received approval for assistance under the FEMA Public Assistance (PA) Program. In 30-day increments, FEMA is authorizing continued retroactive and prospective approval for reimbursement of costs associated with the emergency purchase and distribution of food (Emergency FPD) in response to the impacts on food security resulting from what FEMA has termed as the DR-4482-CA,

California COVID-19 Pandemic. To date, FEMA has approved three 30-day extensions of reimbursement of eligible FPD costs.

SHFB reported a nearly doubled increase in food distribution from an average of 150,000 pounds per week prior to Shelter in Place to a current average of 280,000 pounds per week, a 140,000 pound per week increase. A year-to-year comparison shows typical food distribution levels for April and May would be 1,300,000 pounds and this year it is was 2,390,000 pounds. SHFB reports an observable deepening of this need as the pandemic continues and economic stimulus supports draw to a close. Concurrently, food donations from local retailers, manufacturers and growers are down while food purchase costs have increased significantly with longer delivery times due to supply chain disruptions.

Under FEMA authorization, and utilizing the Board approved GSD COVID-19 related contract process, the County contracted with the SHFB for Emergency FPD, which has been necessary to address food insecurity exacerbated by the COVID-19 public health emergency, and to support ongoing shelter in place efforts for County residents. The County has amended the SHFB agreement to correspond with the three 30-day time extensions of reimbursement eligible Emergency FPD costs.

Analysis

Food insecurity and increased food needs in our community are anticipated to remain elevated for no less than the next 30-day FEMA approved increment. With FEMA's extension of the Emergency FPD program, the County is in a position to amend the agreement with SHFB and continue the Emergency FPD program for an additional 30 days. The attached third amendment extends the term through September 6, 2020 and increases the total agreement amount by \$360,000 to \$1,287,000, requiring Board approval. Under the terms of the agreement, SHFB, through donations and in-kind contribution, provides a 25% local match and County provides the remaining 75%, which is reimbursable through FEMA.

Financial Impact

The COVID-19 public health emergency food procurement costs under this agreement are to be included in the County FEMA claim for reimbursement. 75% of these costs are reimburseable under the FEMA Emergency FPD Public Assistance program. The remaining 25% of the cost is sourced through a local match provided by Second Harvest Food Bank. Approval of the attached agreement does not require additional General Fund contribution.

Contract: 20W4068 A03 Emergency Requisition: E0060
GL Key/Object: 391300/61310 JL Key: W2DHSVST WFOOD

Strategic Plan Element(s)

- 1.A. Comprehensive Health and Safety (Health Equity)
- 1.B. Comprehensive Health & Safety (Community Support)

Submitted by:

Carlos J. Palacios, County Administrative Officer, Randy Morris, Human Services
Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Contract Amendment E0060 A03 20W4068 Second Harvest Food Bank (eSign)
- b ADM-29 Amendment 20W4068 Second Harvest Food Bank