



County of Santa Cruz
HUMAN SERVICES COMMISSION

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AGENDA

Wednesday, January 20, 2021

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">• September 16, 2020 | (2 min) |
| VII. Overview of the Human Services Operational Plan
Presenter: George Malachowski, HSD Business Analytics Manager | (30 min) |
| VIII. Director’s Report | (30 min) |
| IX. Report-out on Commission’s Homelessness Services Work Group | (5 min) |

X. Veterans Liaison Report (10 min)

XI. Next Meeting and Agenda Items (5 min)
March 17, 2021 – Location 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.iqm2.com/Citizens/Calendar.aspx>

BOS Date	Item	Page # in packet
11/17/2020 Item # 40	<u>DOC-2020-940 : Approve amendment to agreement with Association of Faith Communities, increasing the total amount by \$177,473.05, to a new two-year total amount of \$835,813.17, with \$320,152.00 in fiscal year (FY) 2019-20, and \$515,662.17 in FY 2020-21, for COVID-19 temporary emergency shelter services; and take related actions, as recommended by the Director of Human Services</u>	5
11/17/2020 Item # 41	<u>DOC-2020-941 : Accept and file report on Collective of Results and Evidence-based (CORE) Investments contractor progress during FY 2019-20; accept and file Optimal Solutions Consulting November 2020 Status Report, and take related actions as recommended by the Director of Human Services</u>	7
11/17/2020 Item # 42	<u>DOC-2020-942 : Approve and ratify four new and three amended agreements for COVID-19 and CZU Lightning Complex Fire related emergency services, as recommended by the Director of Human Services</u>	73
11/17/2020 Item # 43	<u>DOC-2020-943 : Approve mid-year staffing adjustments for Human Services Department operations, as recommended by the Director of Human Services</u>	76
11/17/2020 Item # 44	<u>DOC-2020-944 : Approve amendment to the 2020-22 Regional Agreement between the Santa Cruz County, Monterey County, and San Luis Obispo County Workforce Development Boards for the implementation of Slingshot 2.0 grant services; adopt resolution accepting unanticipated revenue in the amount of \$26,450, and take related actions, as recommended by the Director of Human Services</u>	79
12/08/2020 Item # 63	<u>DOC-2020-1004 : Authorize the appointment of Alicia Morales as the new Public Guardian for the County of Santa Cruz, effective on the date of retirement for the current Public Guardian, Vanessa Bertsche, December 28, 2020, as recommended by the Director of Health Services and the Director of Human Services</u>	82
12/08/2020 Item # 64	<u>DOC-2020-1005 : Approve addition of 45.0 full-time equivalent limited-term positions to staff COVID-19 emergency shelter response efforts through June 30, 2021, and take related actions, as recommended by Director of the Human Services</u>	87
12/08/2020 Item # 65	<u>DOC-2020-1006 : Authorize the Human Services Department to release Request for Qualifications for Housing Navigation services; and direct staff to return during February 2021 for award of contract(s) to the vendor(s) selected through the Request for Qualifications process, as recommended by the Director of Human Services</u>	90
12/08/2020 Item # 66	<u>DOC-2020-1007 : Accept and file December 2020 report on amendments and new agreements approved by County Purchasing Agent under authority of the Board of Supervisors, and ratify four agreements for meal delivery services as recommended by the Director of Human Services</u>	93
12/08/2020 Item # 67	<u>DOC-2020-1008 : Approve amendment to the Homeless Emergency Aid Program funded Mental Health Client Action Network to extend the term of the agreement by six months to June 30, 2021, as recommended by the Director of Human Services</u>	96

BOS Date	Item	Page # in packet
12/08/2020 Item # 68	DOC-2020-1009 : Accept and file report regarding the Homeward Bound program, as recommended by the Director of Human Services	98
12/08/2020 Item # 69	DOC-2020-1010 : Accept and file annual report on the Child Care Developer Fees (CCDF) collected during FY 2019-20, and direct Human Services Director to return in December 2021 with the FY 2020-21 annual report, as recommended by the Director of Human Services	101
12/08/2020 Item # 70	DOC-2020-1011 : Defer to June 2021, study session on 2020 Comprehensive Economic Development Strategy 5-Year Plan and include findings of the 2021 State of the Workforce Report for Santa Cruz County, as recommended by the Director of Human Services	105
01/12/2021 Item # 8	DOC-2021-37 : Consider update on the Fiscal Year 2021-22 Budget Forecast, and direct the County Administrative Office to return February 23, 2021 with a further update, as outlined in the memorandum of the County Administrative Officer	107
01/12/2021 Item # 39	DOC-2021-27 : Approve amendment to agreement with the Second Harvest Food Bank, increasing the County share of cost by \$1,350,000 to a new County share of cost not to exceed amount of \$3,837,000, 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 authorize the Human Services Director to execute the amendment, as recommended by the Director of Human Services	112

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

- Human Services Department Operational Objectives presentation (attached, begins on page 115 of packet)



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

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

Subject: Approve Amendment Two for Association of Faith Communities
Emergency Shelter Services

Meeting Date: November 17, 2020

Recommended Action(s):

Approve a second amendment to the contract with Association of Faith Communities, increasing the two-year total amount by \$177,473.05, to a new two-year total amount of \$835,813.17, with an unchanged total of \$320,152.00 in fiscal year (FY) 2019-20, and a new total of \$515,662.17 in FY 2020-21, for COVID-19 temporary emergency shelter services, and authorize the Human Services Director to execute the agreement.

Executive Summary

The Human Services Department's (HSD) Housing for Health (H4H) division is requesting the Board approve a second contract amendment to continue mitigating the spread of the Novel Coronavirus Disease 2019 (COVID-19). The amendment will provide ongoing, temporary, daytime emergency shelter services that align with the County Public Health Officer's Shelter in Place (SIP) order and the County's shelter guidelines for COVID-19 prevention and containment. The amendment also includes an early termination clause for ending the COVID-19 specific prevention and containment activities once the County deems that it is safe to end the ongoing, temporary daytime emergency shelter services.

Background

On June 25, 2019, the Board of Supervisors (Board), on behalf of the Watsonville/Santa Cruz City and County Continuum of Care (CoC), known locally as the Homeless Action Partnership (HAP), approved a two-year contract with the Association of Faith Communities (AFC) as part of an array of agreements to address the homelessness crisis in Santa Cruz County. Funded through California Homeless Emergency Aid Program (HEAP) and California Emergency Solutions Housing (CESH) block grants, a two-year agreement was approved with AFC in the amount of \$587,443 for the Safe Spaces Parking (SSP) and Faith Community Shelter (FCS) programs. SSP services allowed for up to 30 spaces of safe parking and sanitary facility access for those living in their vehicles. FCS services included night-time shelter for 40 individuals experiencing homelessness, 7 nights per week, along with hygiene and meal services, and referrals to other appropriate mainstream services.

In April of 2020, during year one of the two-year agreement with AFC, it became necessary to expand the nightly shelter services provided by AFC's FCS program to also include daytime SIP shelter services as part of the County's response to COVID-19. This increase in services also required an increase in the total budget of the

agreement. A first amendment covering the period of April 1, 2020 through August 31, 2020 was approved by the County's Purchasing Agent in September of 2020 in response to the urgency of the situation and was then ratified by the Board on November 10, 2020. With the nature of SIP shelter services needing to continue further into this contract year as part of the County's response to COVID-19, HSD seeks the Board's approval of a second amendment to add COVID related emergency shelter costs for the period covering September 1, 2020 through the end of the agreement's term.

Analysis

HSD seeks the Board's approval of a second amendment to the AFC agreement, increasing the total contract amount by \$177,473.05, for a new two-year total amount of \$835,813.17, with an unchanged total of \$320,152.00 in FY 2019-20, and a new total of \$515,662.17 in FY 2020-21. This increase will allow AFC to continue providing COVID-19 daytime and night-time temporary emergency shelter services from September of 2020 through the remainder of the contract's term, as noted in this memo.

Financial Impact

The Federal Emergency Management Agency (FEMA) will fund the expanded service noted in the attached amendment and are included in the FY 2020-21 HSD COVID-19 Shelter budget. Approval of the amended agreement does not result in an additional General Fund contribution.

Association of Faith Communities, No. 19C4388 – Index/GL Key: 391300/62381

Strategic Plan Element(s)

1.A (Comprehensive Health & Safety: Health Equity) - The amended funds used during COVID-19 have furthered health equity by helping to mitigate the spread of the disease among people experiencing homelessness during the County's SIP order.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a ADM-29 Amendment 19C4388 - A02 AFC
- b Amendment to Agreement 19C4388 Association of Faith Communities - Emergency Shelter Services



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

From: Human Services Department: Community Programs
(831) 454-4130

Subject: Accept and file CORE Investments HSD and Optimal Solutions Consulting reports

Meeting Date: November 17, 2020

Recommended Actions

- 1) Accept and file Human Services Department (HSD) report on Collective of Results and Evidence-based (CORE) Investments contractor progress during FY 2019-20 and direct HSD staff to return in November of 2021 with the next progress report; and
- 2) Accept and file Optimal Solutions Consulting November 2020 Status Report, as recommended by the Director of Human Services.

Executive Summary

The Collective of Results and Evidence-based (CORE) Investments is both a funding model and a movement designed to improve the well-being of county residents. HSD recommends the Board accept and file the annual HSD report on CORE Investments contractor progress during FY 2019-20. HSD also recommends the Board accept and file the Optimal Solutions Consulting November 2020 Status Report. HSD proposes to return in early 2021 with a study session to present to the Board the proposed CORE Investments Request for Proposal (RFP) timeline and process.

Background

The Collective of Results and Evidence-based (CORE) Investments is both a funding model and a movement designed to improve the well-being of county residents. Fiscal year 2019-20 was the third year of the County CORE Investments contracting cycle, which is a result of a request for proposals (RFP) process conducted in FY 2017-18. At the end of each fiscal year in the funding cycle, contractors submit an annual progress report on the performance measurements in their contracts and strengths and challenges experienced during the fiscal year. HSD staff assessed the progress reported by each program, identified themes and summarized progress in an annual report.

Since FY 2017-18, HSD's contracted consultant Optimal Solutions Consulting has provided facilitation and guidance to CORE Investments funded programs, worked with partners to develop web-based CORE tools, supported CORE shared leadership and infrastructure and launched an initiative to operationalize equity. Optimal Solutions Consulting develops and presents reports on progress and activities to the Board on a regular basis. In Fall 2020, Optimal Solutions Consulting completed a November 2020

Status Report on CORE Investments.

Analysis

HSD recommends the Board accept and file two reports on CORE Investments, as described below. These reports are being presented to the Board as a precursor to a recommended study session in early 2021 at which time HSD will propose a CORE Investments RFP timeline and process. The CORE Investments RFP is scheduled to be released in Fall 2021. By early 2021, HSD will better understand related budget and economic factors, which will facilitate the development and presentation of a realistic RFP process.

The attached HSD FY 2019-20 CORE Investments Annual Report (Attachment A) includes a summary of progress on funded programs. It synthesizes key themes related to program outcome measurements as well as reported staff and organizational changes, successes, challenges, Evidence-Based Practice implementation, technical assistance needs and COVID-19 impact. The brief report provides a synopsis of overall progress and details key successes related to the rapid and collaborative response to COVID-19 as well as the dramatic impact COVID-19 has had on both operations and participants of programs. The report outlines how programs responded quickly to new and increased participant needs while continuing to implement ongoing program improvements and adaptations, such as advancement of phone and web-based service delivery, revised processes and staff development. In addition to COVID-19 impact and successes, the report includes programs' feedback on obstacles to achieving annual performance measurements. Themes noted were high staff turnover and recruitment challenges due to the high cost of living in the county as well as participant and volunteer recruitment and engagement. Technical assistance that was available is cited in the summary report and expanded upon in the related report on the wider movement of CORE Investments, which is described below.

The attached Optimal Solutions Consulting November 2020 Status Report (Attachment B) provides an update on the CORE Investments movement to enhance collective impact. It details recent advancement on CORE web-based tools, shared leadership and technical assistance coined as the "CORE Institute". As described in the report, Optimal Solutions Consulting continued to make progress on developing an online, interactive menu of community impacts and indicators, linked to publicly available data, for each of the CORE Conditions. The menu is intended to be a tool for creating common language and greater alignment among funders, policymakers, service providers and community members. Optimal Solutions Consulting also maintains and fosters the CORE Investments' movement infrastructure and shared leadership model and describes in the report that the CORE Steering Committee intensified their efforts during FY 2019-20 to strengthen their internal racial equity initiatives. CORE Investments has joined forces with local and regional initiatives, strengthening ties to the organizations involved in these initiatives while helping to amplify the voices of their shared constituencies. Lastly, the report highlights the successful adaptations of the CORE Institute to COVID-19 restrictions. Since March 2020, CORE Institute training and technical assistance has shifted to one-hour virtual sessions, titled "Coffee Chats" rather than the former longer "CORE Conversations" workshops. The Coffee Chats topics are detailed in the report as well as the description of their steady audience of

participants from nonprofit organizations, public agencies and volunteer-led groups.

HSD would like to recognize Optimal Solutions Consulting for their ongoing support of the CORE Investments funding model and movement, as evidenced in the attached report (Attachment B). HSD would like to note Optimal Solutions Consulting's ability to leverage foundation and state funding streams to help support CORE Investments programs with only a 19 percent contribution to their FY 2020-21 agreement from the County General Fund. The majority of the HSD contribution for the FY 2020-21 Optimal Solutions Consulting agreement comes from CalWORKS funding.

Strategic Plan Element(s)

1.B (Comprehensive Health & Safety: Community Support) - CORE Investments is a collective impact funding model and movement designed to improve the well-being of county residents

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a HSD FY 2019-20 CORE Investments Annual Report - Attachment A
- b Optimal Solutions Consulting November 2020 Status Report - Attachment B



CORE Investment Annual Report

Fiscal Year 2019-2020



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CORE Investments Annual Report

Fiscal Year (FY) 2019-2020

Executive Summary

BACKGROUND

The Collective of Results and Evidence-based (CORE) Investments is a funding model and a movement to achieve equitable health and well-being in Santa Cruz County, using a collective impact, results-based approach that is responsive to community needs. In Fiscal Year (FY) 2019-20, the County of Santa Cruz Human Services Department awarded \$4.2 million to organizations which provide safety net services in the areas of health, mental health, substance use, and homelessness to seniors, children and youth.

Total # of
organizations **41**

Total # of
programs **67**

HIGHLIGHTS FROM FINDINGS

CORE Investments programs reported on organizational changes, successes, challenges, Evidence Based Practice implementation, technical assistance needs and COVID-19 impact. Programs also reported on numerous client achievements, which resulted from service delivery and CORE Investments funding and support.



Successes

Programs described key successes related to the **rapid and collaborative response to COVID-19**. Program have responded quickly to participant needs while continuing to provide ongoing staff development, improving referral processes, decreasing wait times and advancing phone and web-based service delivery.



Challenges

Programs reported **high staff turnover and recruitment challenges** due to the **high cost of living** in Santa Cruz County. Additional challenges reported by programs included **participant transportation needs and participant and volunteer recruitment and engagement**.



COVID-19 Impact

COVID-19 has dramatically affected CORE Investments programs and the participants they serve. Programs reported **increased client needs** due to COVID-19. Many programs **offered aid including transportation to grocery stores or medical appointments, food distributions, support with applying to programs like Covered California, support with securing housing and physical and behavioral health service delivery**.

“The **COVID-19 crisis is disrupting everything in our lives** — how we work, how we raise our families, the systems that we are part of. It is affecting how we are able, or not able, to provide services.”

- CORE Investments program



CORE Investments programs use a variety of **adaptations to address COVID-19** related challenges. For example, **nearly 90 percent of programs offered services via phone**.

Background

The **Collective of Results and Evidence-based (CORE) Investments** is a funding model and a movement to achieve equitable health and well-being in Santa Cruz County, using a collective impact, results-based approach that is responsive to community needs. **In Fiscal Year (FY) 2019-20, the County of Santa Cruz Human Services Department (HSD) applied the initial version of this new funding model and awarded \$4.2 million to 67 programs operated by 41 organizations.** CORE Investments grantees include nonprofit organizations and local public agencies that provide safety net services in the areas of physical health, mental health, substance use, and homelessness to older adults, children and youth.

This annual report will describe the CORE Investments approach as well as CORE Investments program progress, challenges and lessons learned. The findings detailed below inform next steps for planning.

The CORE Investments Approach

In 2015, the Board of Supervisors approved a phased-in approach to designing and implementing a results-based collective impact funding model and directed HSD to lead the process in partnership with interested community programs funders and stakeholders. After extensive research, and in collaboration with multiple stakeholders from multiple sectors, the HSD Community Programs funding process was transformed into a new model named the Collective of Results and Evidence-based (CORE) Investments. The County and the City of Santa Cruz partnered to implement the first funding cycle of CORE Investments by issuing a joint Request for Proposals (RFP) to provide evidence-based safety net services linked to specific result areas and community-level indicators. The initial CORE Investments RFP in 2017 was based on the following critical actions:

- **Collaborate for Collective Impact:** Funders collaborate and align with local stakeholders and initiatives.
- **Focus on our Community Needs and Results:** Community-established strategic plans define needs, disparities and shared results.
- **Use Evidence-Based Practices (EBPs):** Programs provided evidence of effectiveness as Model, Promising or Innovative.
- **Provide Support on Key Concepts:** Technical assistance on key concepts is provided to applicants.
- **Monitor Outcomes and Results:** Outcomes are identified, monitored and evaluated at program and community level.

Since the RFP, CORE Investments has evolved to reflect the potential for it to serve as a vehicle for collective impact beyond the current contracts funded by the County and City of Santa Cruz. The mission of CORE Investments, developed with input from multiple stakeholders, reflects a shared commitment to inspire and ignite collective action to ensure Santa Cruz County is a safe, healthy community with equitable opportunities for all to thrive.



The evolution and refinement of the CORE Investments model has been documented in the Phase 2-4 progress reports submitted to the Board by Optimal Solutions Consulting.

Methodology

In August and September 2020, HSD Centralized Contracting Unit staff collected and summarized data from several sources, including CORE Investments program annual progress reports¹ and CORE Conversation and Coffee Chat event records. Using Excel, HSD aggregated quantitative and qualitative data in order to document reported progress, challenges and lessons learned for this annual report. HSD staff reviewed, coded and summarized qualitative data, noting emerging themes across programs.

Findings

Findings summarized and presented in this section are based on the data submitted by CORE Investments programs in their end-of-year progress reports. Programs reported quantitative data on activities, participants, quality and outcomes along with qualitative data on program staff and organizational changes, successes, challenges, EBP implementation, technical assistance needs and COVID-19 impact.

Each CORE Investments program has one scope of work per program in its contract, which details the expected program performance measurements. Each scope of work is divided into four domains that answer three central questions, as described in the table below.

How much is done and for whom?

Activities	The number of “primary” or major components of services provided.
Participants	The number of participants who received services.

How well were the services provided?

Quality	Indicators were identified for each program that are designed to measure quality, such as timeliness, engagement or adherence to an EBP.
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Is anyone better off?

Outcome	Indicators were identified for each program that attempt to describe the result of the services in changing knowledge, behavior or a condition.
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One limitation of this report's analysis pertains to the complexities of measurements that vary across the programs. For example, some programs use internally developed surveys, whereas other programs implement multifaceted, validated assessment tools. Similarly, some programs

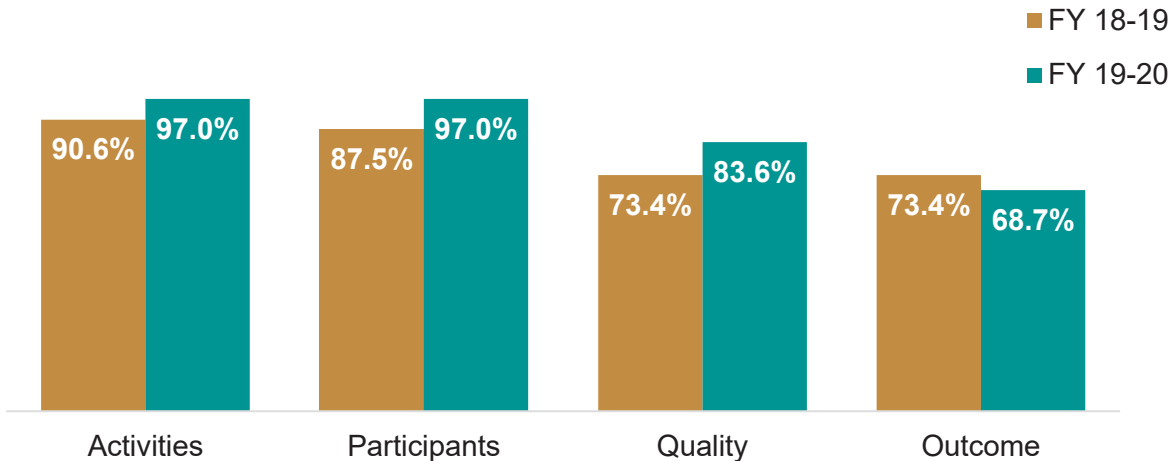
¹ The Success Stories included in this report are a subset of the many accounts of participant achievement submitted by programs in their annual progress reports. Client names in Success Stories have been changed to protect the identity of individuals.



report on a unique number of program participants while others do not specify unique versus duplicated number of participants. HSD continues to work each year with programs to refine evaluation methodologies as the project moves closer to all programs using shared measurement tools whenever possible and appropriate.

In the FY 2018-19 HSD CORE Investments Annual Report, staff analyzed and presented data on whether programs were successful in reporting their performance measurements. The chart below displays comparison between FY 2018-19 and FY 2019-20 for percentage of programs reporting all data by scope of work measurement type – activities, participants, quality and outcome.

Despite COVID-19 challenges, a larger percentage of programs reported all data for activities, participants and quality measurements in **FY 2019-20** than in **FY 2018-19**. For example, 97 percent of programs reported all required performance measurement data on activities in FY 2019-20. This finding suggests program growth in evaluation, contract compliance and related reporting activities. Performance measurements were often not collected/reported due to COVID-19 challenges.



The majority of CORE Investments programs reported achieving their annual performance measurements. However, some programs reported challenges meeting performance measurements due to COVID-19. For example, due to COVID-19, the number of enrolled program participants was often lower than expected or scheduled events were canceled. Additional information on COVID-19 impact is detailed below in this report.

In addition to activities, participants and quality, programs also reported on program outcomes, which are a direct result of the services provided and contribute to positive impacts at the community level. The outcomes were

Success Story

“I’m deeply grateful for my Grey Bears bag. Especially right now during COVID while I’m not making any money. The Grey Bears bag is the only food that I’ve had since March 11th and I’ve been able to survive on it. Thank you so much. I’m so grateful to all of you.”

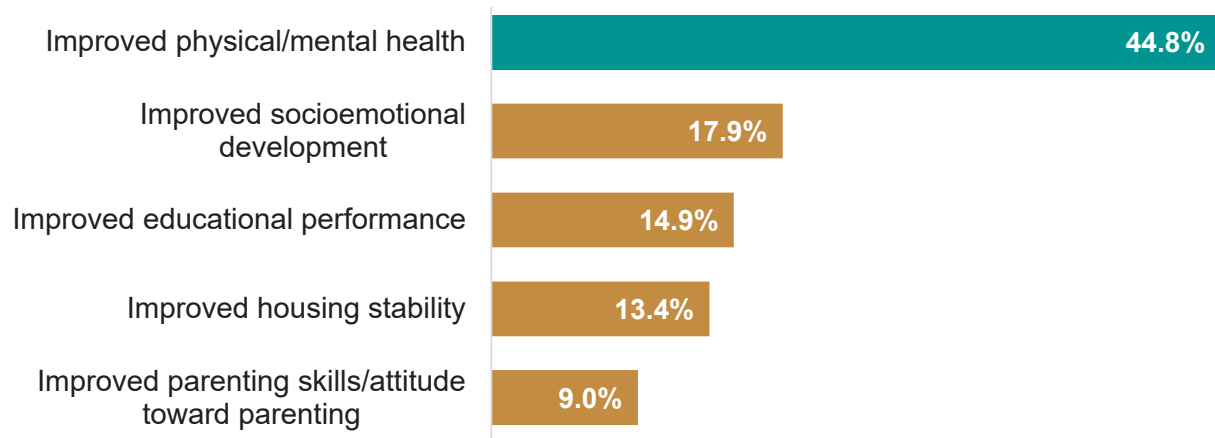
-Healthy Food for Seniors client,
Grey Bears



reviewed and placed in approximately 30 different community impact categories. The top five most frequently reported community-level impacts are presented in the graph below.

The majority of programs reported they achieved their intended outcomes. For those that did not, some progress was reported, or reasonable challenges were noted due to COVID-19 or measurement issues. Across all 67 programs there are a total 176 outcome performance measurements, and of these there were 141 outcome measurements that demonstrated success², amongst 30 coded community impact categories.

CORE Investments programs reported on numerous client achievements and the majority may be categorized in the following 5 community impacts. **Nearly half of all programs** reported at least one outcome measurement indicating success in **improving participant physical/mental health**.



Program Staffing and Organizational Changes

Several CORE Investments programs reported staffing and organizational changes during FY 2019-20. In addition to routine recruitment, hiring and promotions, programs worked to adapt to COVID-19-related challenges. **Seven programs reported furloughs, layoffs, trimmed salaries or reduced staff hours.** While some programs described a decreased demand for some services at the beginning of Shelter in Place (e.g., in-person appointments), several reported increased demand in services. Many programs anticipate heightened participant needs in FY 2020-21, and others are planning to recruit or already have recruited more volunteers to provide assistance. Another program described how COVID-19 and Shelter in Place has increased the need for additional phone support, which required the hiring of a second staff person.

² Success is defined as documented progress toward achieving outcome performance measurement. This total includes those who both achieved outcome performance measurements and those that improved outcomes but may not have necessarily achieved the annual performance measurement.



Three programs reported high staff turnover or recruitment challenges due to the high cost of living in Santa Cruz County. One program explained,

“It continues to be an employment and economic concern with the early care and education workforce, when students have to choose between a career that they are passionate about and committed to versus working in a position that is unfulfilling, so they can afford to live in Santa Cruz County. This economic discrepancy must be addressed as a countywide economic and employment crisis.”

Similarly, another program noted that turnover requires additional training activities in addition to disrupting rapport that staff have built with program participants. The program staff explained that they have tried to use additional training, interview questions and staff reviews to support and encourage longer-term employment.

Successes

The majority of programs described key successes related to the rapid and collaborative response to COVID-19. The current climate for nonprofits was described by one program as “an environment of ambiguity, strained government resources, and new emergency programs.” Another program noted the “unprecedented need in the community that necessitated extra staff time to keep up with requests for assistance in applying for unemployment benefits, CalFresh benefits, and access to health care coverage, as well as new programs such as rental and emergency food assistance.” **Programs quickly responded to community needs and implemented new programs, such as those focused on helping residents purchase essential items like food.**

Additional reported successes included programs providing participants with assistance in finding permanent housing, employment, legal aid, education and behavioral health services. Educational services, including early childhood education and enrollment in higher education, remained ongoing priorities. Programs also described ongoing staff development, improved referral processes, decreased wait times, strong participant engagement and improved online and telephone offerings. Many programs detailed how participants reported they are highly satisfied with the program, often find it to be useful in meeting their needs and are experiencing improved relationships as a result of services.

Success Story

“ALCANCE made strong relationships with a youth at [a local school]. He was engaged and motivated in the Joven Noble session until COVID restrictions went into effect. During the check-ins, this youth expressed the family was experiencing financial difficulties and was stressed due to the parents losing their jobs. In response to this disclosure, ALCANCE’s case manager connected with the mother of the youth and offered her community services available to her. The family was able to be supported with low barrier rental assistance for the month of April and directed to food distribution sites available in the community.”

-ALCANCE Street Outreach Program, Community Action Board (CAB)



Success Story

“WomenCARE has been a life-affirming, bright spot in my life for over two years. While you’d think that getting together with women wrestling with cancer might be a downer, that’s not the case at all. WomenCARE is the one place where I can get totally real about what I’m going through. Whether it’s sharing the ins and outs of a difficult treatment decision, concerns about how illness is impacting loved ones or the latest cutting-edge research, exchanging stories with my WomenCARE peeps inspires me, reduces my fears and makes me feel connected. Kudos to WomenCARE for fostering an environment where deep healing, caring, and friendships thrive.”

-WomenCARE client,
Family Services Agency

Program and Community Challenges

The vast majority of reported program challenges related to COVID-19 impact and are described later in this report. Additional challenges reported by programs included issues related to participant **transportation needs**, participant and volunteer **recruitment and engagement**, **lack of affordable housing in the county**, and **staff turnover** due to high cost of living in the county.

Four programs described how the federal administration’s “Public Charge” rule has negatively impacted the community. One program described how **families are hesitant to apply for services** like Medi-Cal and Covered California. Another program noted, “We have witnessed many individuals and families withdrawing from prior federal/state programs due to fear of being identified as immigrants and being placed in removal proceedings. Many families and individuals are concerned about having their personal information recorded in any system, including non-government systems.”

Another program described similar challenges

in providing support to families,

“Successfully filing immigration cases has grown progressively difficult in the last three-and-a-half years. Cases that were once routine, such as naturalizations or family-based petitions for residency, now must be closely examined to determine the client’s chances of approval. Those cases deemed viable are still more likely than ever before to be sent back for additional evidence, held for review over a period of many months or even years, and — in the worst-case scenario — rejected altogether.

The most significant new obstacle that was put in place in the past year was a heightened Public Charge standard. To prepare clients whose cases are subject to Public Charge, we collect evidence documenting their ability to earn a living, carefully vet their sponsors and joint sponsors, and in some cases advise them not to file until they have a stronger case. Similarly, for naturalization cases with any irregularities, we run background checks, file Freedom of Information Act requests, collect documentation, and only then inform clients whether or not it is advisable to file.”

Families in these cases are provided with appropriate referrals to resources, such as legal aid, and ongoing follow ups.



Evidence-Based Practices Implementation

CORE Investments programs reported on both successes and challenges related to the use of EBPs. Many programs attributed their positive outcomes and improved evaluation processes to their use of EBPs through CORE Investments funding. One program explained that the **EBP has “increased organizational cohesion, efficiency and improved services and activities.”** Programs often credit strong staff skills, technical assistance for staff and ongoing trainings for the reported progress and positive participant feedback. Staff also work on maintaining and updating data collection and reporting systems, which provide HSD with feedback on EBP progress. One program collaborates with other agencies from across the United States to better understand the most up-to-date research on best practices for service delivery.

Staff turnover creates a challenge in maintaining staff adherence to EBP. As detailed earlier in the report, many programs face staffing challenges and onboarding of new staff must include training on both program delivery as well as outcome reporting. Many programs rely on volunteers or interns; these interns often vacate positions after completing their educational program. Participant engagement and recruitment often are challenges for programs as they work to implement new strategies to address barriers. COVID-19 presented a significant challenge for EBP delivery. Several programs described how service delivery and evaluation methods were impacted by the pandemic. One program described,

“Lack of sufficient staffing due to difficulty finding qualified staff, family and health leaves, and staff cutbacks due to COVID-19 have hindered our ability to provide the level of programming.” Another program moved in-person surveys to web-based platforms for data collection purposes. A third program had planned to conduct focus groups on program successes and opportunities for growth, but the groups have been put on hold due to COVID-19.

Technical Assistance Needs

Programs shared their appreciation for the ongoing technical assistance training provided through the CORE Investments model. Between July 2019 and June 2020, the **CORE consulting team provided 21 opportunities for training and technical assistance** to CORE Investments programs and other partners from grassroots groups, nonprofits, public agencies

Success Story

“Tanya and her two young children fled her abusive relationship due to domestic violence. Tanya called Monarch Services 24-hour crisis line, spoke with an Advocate to explore and develop a safety plan for herself and her children. Due to COVID-19 Tanya was unable to stay with any family or friends. The legal advocate was contacted immediately and began the process with the client via phone to obtain a restraining order; the client was provided motel vouchers for several nights, a Child Abduction notification was submitted directly to protect the client from any abduction report against her. She and her children were provided with gift cards for food and other essentials. Advocates ensured to check in with her daily and ensure her safety. Tanya was granted her restraining order and was able to safely move back home with her kids. Tanya continues to work with advocates on counseling, advocacy, and referrals.”

-Monarch Services-
Servicios Monarca



Success Story

“After exiting and aging out of services provided through the Extended Foster Care system, Steve was a young adult who transitioned from stable housing, to couch surfing, to temporary stays with loved ones, to finding space at the COVID response shelter program collaboratively operated by the County and Encompass Transition Age Youth (TAY) programs. Steve was steadfast and determined to make things work. Steve had participated for years in Encompass Transition Age Youth programs such as YAP (Youth Advocacy Project) practicing advocacy for themselves and YAB (Youth Advisory Board) helping to advocate for youth programs in Santa Cruz. While at the shelter, he jumped on the opportunity for full-time employment as a shelter host at another of the COVID Response Shelter sites set up in Santa Cruz County. In the midst of the epidemic, with all of our housing support and assistance programs heavily impacted with lengthy waitlists, Steve’s time had finally come as his name hit the top of the waitlist for TAY’s Transitional Housing Plus program. Despite these challenges, by July 1st, 2020, Steve was signing a lease and picking up his keys to his new apartment. A tremendous achievement to say the absolute least. It’s a beautiful view through the eyes of the service provider to see this resilient youth go from experiencing homelessness to being housed. Now housed and employed, with new goals to pursue higher education or vocational training, for Steve, the sky is the limit.”

- TAY (Transition Age Youth) Youth Advocacy Project, Encompass Community Services

and philanthropic organizations. Virtual *CORE Coffee Chats* are made available to local nonprofits via live Zoom sessions on a regular basis, and links to recordings, notes and additional resources are shared after each event. Several programs expressed a need for training on how to develop program evaluation tools and measure impact. Support with online evaluation tools, such as online surveys, may prove particularly useful due to COVID-19 restrictions. In light of recent national events, one program also recommended trainings on racism, trauma and self-care. **Programs reported additional needs for training and technical assistance on virtual modalities and how to assist clients during COVID-19.**

As one program explained,

“The challenge is to assist our under-resourced adults and seniors. Many of these adults/seniors lack a device, internet service or the skills to navigate use of a device. Partnership with community programs aimed at equipping isolated adults/seniors with communication devices, the skills to use them and Internet service is critical for these county residents.”

Another program also described a need for training on how to motivate and keep staff engaged when they are working remotely. As more agencies are beginning to use programs like DocuSign, there is

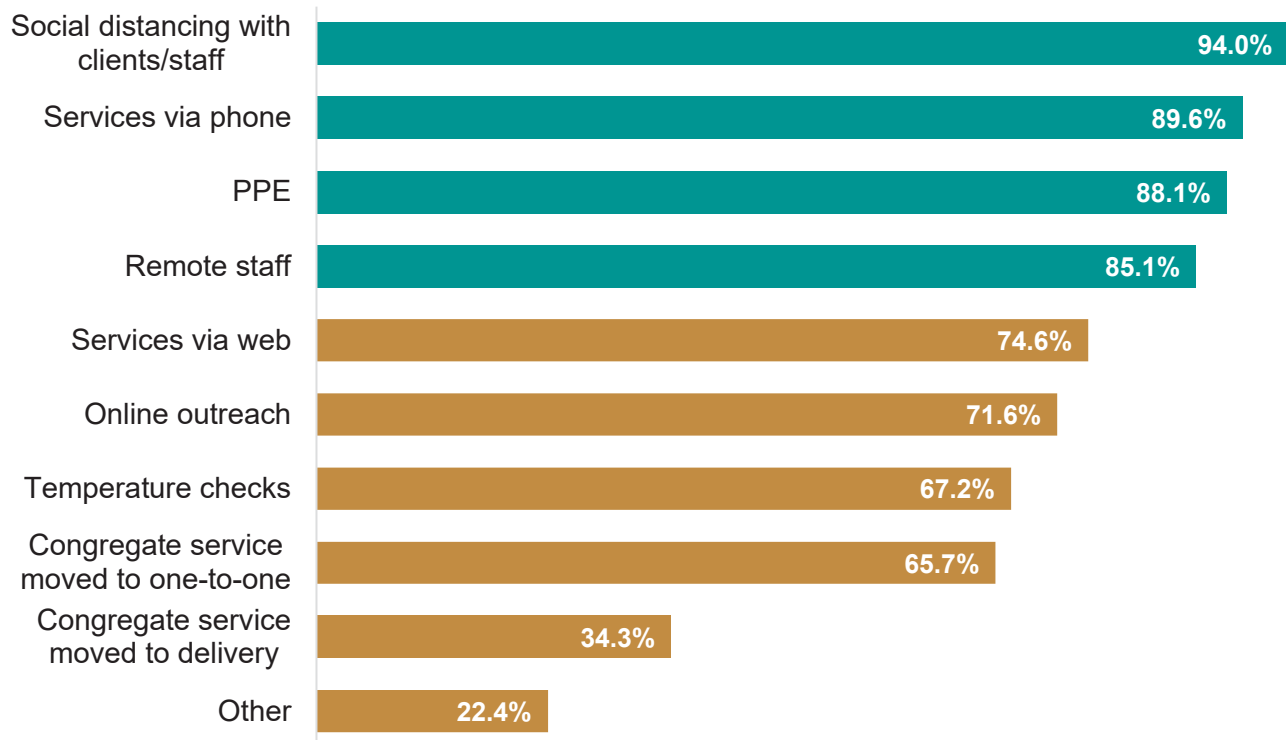
increased need to protect client information online. Relatedly, one program expressed a need for user-friendly staff trainings on cybersecurity.



COVID-19 Impact, Adaptations and Lessons Learned

COVID-19 has dramatically affected CORE Investments programs and the participants they serve. Restrictions and precautions related to the pandemic have often changed how programs approach service delivery. One program acknowledged, “The COVID-19 crisis is disrupting everything in our lives — how we work, how we raise our families, the systems that we are part of. It is affecting how we are able, or not able, to provide services.” Programs immediately began brainstorming how to adapt their services to meet participant needs. Staff called, texted, emailed, sent letters/cards and conducted Zoom sessions with participants to establish a working remote relationship. These alternative modes of communication often have continued due to ongoing restrictions.

Over 80 percent of programs reported using **social distancing, phone outreach, personal protective equipment (PPE)** and **remote options** for staff as a way to address COVID-19-related challenges.³



³ Responses in the “Other” category above included:

- Client testing and health screenings
- COVID-19 information offered through a monthly newsletter
- Frequent cleaning/disinfecting of work areas
- Hotline launched
- Increased ventilation
- New residents quarantine, no visitors
- Outdoor waiting areas
- Posting signage of COVID-19, risk assessment and preventative measures
- Transition to remote call response
- Weekly briefings/meetings with government agencies, nonprofits, and consortiums
- Working closely with funders to receive approvals for modified delivery model



Additional **adaptations to support remote work** reported by CORE Investments programs included:

- Establishing an electronic fax system;
- Use of electronic signature systems (e.g., DocuSign);
- Establishing staff Virtual Private Network (VPN) connections;
- Secure email accounts for transferal of confidential client documents;
- Updated phone systems to streamline organizational ability to review and respond to faxes, voicemails, and internal agency messages in a confidential manner;
- Staff trainings on telephone/web-based program offerings and participant engagement; and
- New/used technological equipment for staff and participants.

Behavioral health providers have developed innovative systems to address rising client population needs. One program's outreach worker is conducting check ins on the street with social distancing measures in place. Another program reported notably high call volume to their suicide prevention hotline, and the agency purchased new equipment that ensures the caller's quick and easy access to trained responders. A third program developed a 24/7 online platform for LGBTQ+ youth as well as expanded support services, considering the fact that COVID-19 has serious implications for the mental health of LGBTQ youth.⁴

Medical providers have worked to develop creative approaches to their service delivery. Due to COVID-19, patients with chronic illnesses often are not being seen at regular intervals. In order to address this challenge, one program initiated phone calls to more than 2,000 patients with chronic illnesses to ensure they had access to care and linked many patients with telehealth appointments. They also offered pickup or delivery options for medications and supplied free medications as needed. Another program offered curbside or car services for those with chronic illnesses. A third program has implemented pre-screening for all patients on the phone 24-48 hours before arrival to determine the patient's health and exposure. Upon arriving at the medical facility, temperature checks are administered, and all patients are required to wear masks before and after receiving care. Lastly, there are a limited number of patients scheduled at any given time to allow for physical distancing and to provide additional time to disinfect operatories.

While online and phone outreach have been successful for some programs, not all participants find these outreach methods easy to access or preferred. **Common challenges included participants' lack of technological devices (e.g., laptops, hot spots), challenges with internet connection and lack of private space for discussion.** One program addressed technological challenges by providing participants with take-home activities and exploring the availability of equipment, such as hot spots, in collaboration with schools, partners and

⁴ Source: The Trevor Project. (April 3, 2020). Implications of COVID-19 For LGBTQ Youth Mental Health and Suicide Prevention. Retrieved from: <https://www.thetrevorproject.org/2020/04/03/implications-of-covid-19-for-lgbtq-youth-mental-health-and-suicide-prevention/>



supporters. Another program explained, **“To address participant reluctance to attend online workshops, we are offering guidance and support through individual sessions.”**

One program is **working to address challenges related to technology knowledge and access among older adults**. This program has designed and offered training courses on technology for older adults, transformed programming to a virtual model and is working with state partners to develop a comprehensive approach to bridging the digital divide. The program is also working with tech companies and the California Department of Aging to provide devices and connectivity to older adults. A second program is launching a newly developed series of activities, which will engage older adults via friendly phone calls, offer guidance on video conferencing and provide training on emergency preparedness and fall prevention.

Programs reported **increased client needs due to COVID**, and many offered aid including transportation to grocery stores or medical appointments, food distributions, support with applying to programs like Covered California, support with securing housing, and physical and behavioral health service delivery. One program noted,

“The increased number of program clients continues to impact our program infrastructure costs, including refrigerated truck miles, staff and driver hours, expanded cooler capacity and electric power, forklift hours, client intake, surveys and tracking requirements and volunteer driver mileage/food delivery systems.”

Many programs reported additional costs related to the provision of PPE, such as gloves and masks. As one program explained, “With labor-intensive safety measures, increased costs of PPE, and limited clinical capacity, our costs are greater than our revenue, making financial support more needed than ever before.”

While needs have notably increased, many programs reported **funding challenges** during FY 2019-20, often due to COVID-19. The Paycheck Protection Program (PPP) provided a degree of relief for some programs, however many programs reported salary and staff time reductions as well as furloughs. Fundraising events were often postponed or canceled, and programs appealed to individuals and organizations for donations. One program reported securing COVID-19 response grants and contributions to help offset the cost of advanced PPE and the increased cost of care.

Programs reported **lessons learned** from COVID-19 impact and response. Some programs connected with fellow nonprofit, government and foundation partners to strengthen COVID-19 response. One program detailed their collaborations, “Stronger connections were created with the probation department, mental health providers and the County Office of Education to support the needs of the youth and families during this pandemic.” Similarly, another program shared, “We do not need to recreate the wheel, when it comes to developing protocols and facilitating trainings...**The incredible collaboration and support that has been reinforced through this unfortunate time, has brought many of us together.**”

Several programs described the **value of consistent agency-wide communication** in response to COVID-19. One program developed an Incident Command Center while another organized weekly meetings with leadership to communicate updates from partners and



government agencies. These meetings were also used to develop and implement new safety protocols, organize distribution of PPE and cleaning supplies and discuss staffing challenges.

While a few in-person services did not easily translate to remote delivery, many other programs have found value in the necessary adaptations caused by COVID-19. One program explained, **“We have found that certain outreach, recruitment and training activities work very well via Zoom and we anticipate offering those after the pandemic has subsided.”** One medical provider noted that telephone and video visits have been notably popular, helping to decrease no-show rates. These options remove the need for patients to arrange for transportation, take long periods away from work and arrange for childcare. Another program anticipates that the shift to remote work rather than being in the office will be a permanent change.

Lastly, program participants viewed **CORE Investments programs as trusted sources** of information and support during the pandemic. Program staff offered social support to those who are currently isolated in addition to providing important referrals and services. As one program articulated,

“Staff worked with dozens of suddenly unemployed community members experiencing high levels of stress and anxiety who shared the relief of ‘getting to talk to a human’...Advocates were able to identify or provide other supports such as CalFresh, food pantries, grocery gift cards, and rental assistance that were more readily available. Further, staff were able to inform participants of protective policy changes including lack-of-payment eviction and utility shutoff moratoriums, the extended tax deadline, freezes on student loan payments, changes in public transit, and pandemic job-protected leave programs. **For many participants who may have had fragmented or inaccurate information, these conversations with a trusted advocate helped to provide hope.**”



“There was a marked increase in stress on staff as they balanced the **universal anxiety around the pandemic and the needs of their own families with the secondary trauma of participants.** Particularly in the beginning of shelter-in-place, staff were fearful of exposure at work. The program manager maintained adherence to social distancing and the use of PPE for both staff and participants, kept staff up to date on state and county information as it emerged, and worked with HR to address specific concerns. While services have adjusted to the crisis, the **uncertainty of pandemic continues to be a challenge** both in program planning and in addressing staff needs such as childcare.”

-CORE Investments program



Next Steps

CORE Investments will continue to serve the Santa Cruz County community in FY 2020-21. In an attempt to align with the new budget cycle, on December 11, 2018, the County of Santa Cruz Board of Supervisors directed HSD to extend the CORE Investments agreements awarded under the original CORE Investments RFP to four fiscal years, with FY 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 delivery 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 FY 2021-22. This postponed the anticipated release of the CORE Investments RFP to fall 2021. As of fall 2020, HSD staff are working with programs to finalize contracts for FY 2020-21.

Continuous quality improvement is a key element of CORE Investments, and HSD continues to work with CORE Investments programs to understand programs' needs and perspectives, provide reporting guidance and support and revise scopes of work as needed. The CORE consultant team provides technical assistance on data collection, reporting and EBP implementation. During FY 2020-21, additional training and technical assistance support will be provided as the nonprofit community continues to navigate the impact of COVID-19. HSD and the CORE consultant team are working collaboratively on designing a shared measurement system to assess collective impact. Key outcomes and measurements help to ensure alignment of efforts and overall accountability.

Uncovering and addressing root causes of inequities remains a central focus of the of CORE Investments movement. The CORE Results Menu, published on DataShare SCC in October 2020, supports the broader movement toward understanding causes of inequities and generating different ways of working together to create change. Wherever possible, indicators highlight disparities by age, race or ethnicity, geography, language, or any other "equity dimensions" for which data are currently available. Additionally, future CORE Investments *Coffee Chats* will continue to offer resources on racial equity, diversity and inclusion. The CORE Steering Committee remains committed to strengthening their internal racial equity initiatives.

The CORE movement will continue to adapt and respond to the changing needs of the Santa Cruz County community while embracing its culture of learning, shared decision-making processes and focus on equity. The CORE consultant team plans to continue engagement with local partners and stakeholders as the project works to support nonprofits and residents during FY 2020-21. Findings presented in this annual report will inform planning for the next contracting cycle and the RFP, which is scheduled to be released in fall 2021.



Appendix: List of CORE Investments Programs Funded by HSD⁵

- **Advocacy, Inc.**, Long Term Care Ombudsman Program
- **Arts Council Santa Cruz County**, Mariposa's Art
- **Big Brothers Big Sisters Agency of Santa Cruz County, Inc.**, One to One Mentoring
- **Boys & Girls Clubs of Santa Cruz County**, Project Learn
- **Cabrillo College Stroke and Disability Learning Center**, Cabrillo College Stroke and Disability Learning Center
- **Cabrillo Community College**, Cabrillo Children's Center Lab School
- **California Rural Legal Assistance, Inc.**, Legal Services
- **Central Coast Young Men's Christian Association**, Afterschool and Day Camp Program/YF4L
- **Community Action Board of Santa Cruz County Inc.**, ALCANCE Street Outreach Program
- **Community Action Board of Santa Cruz County Inc.**, Davenport Resource Service Center
- **Community Action Board of Santa Cruz County Inc.**, Rental Assistance Program - North/Mid-County
- **Community Action Board of Santa Cruz County Inc.**, Santa Cruz County Immigration Project
- **Community Action Board of Santa Cruz County Inc.**, South County Housing Collaborative
- **Community Bridges**, Elderday
- **Community Bridges**, Lift Line
- **Community Bridges**, Meals on Wheels for Santa Cruz County
- **Community Bridges**, Child Development Division
- **Community Bridges**, Child & Adult Care Food Program
- **Community Bridges**, La Manzana Community Resources
- **Community Bridges**, Live Oak Community Resources
- **Community Bridges**, Mountain Community Resources
- **Community Bridges**, Nueva Vista Community Resources

⁵ In addition to the funded programs on this list, there are six CORE programs funded by *only* the City of Santa Cruz. These programs are: **Coastal Watershed Council**, Watershed Ranger; **FoodWhat, Incorporated**, FoodWhat or "Food, What?!"; **Homeless Garden Project**, Transitional Employment and Job Training Program; **Santa Cruz Barrios Unidos, Inc.**, Kids Club; **The Diversity Center**, The Diversity Center's 60+ Program, and **Walnut Avenue Family & Women's Center**, Walnut Avenue Early Education Center. One contracted agency, **Parents Center**, is funded for two CORE programs that are managed directly by the Health Services Agency (HSA) in order to meet federal requirements for matched funding for the Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) program.



- **Court Appointed Special Advocates of Santa Cruz County**, Court Appointed Special Advocates of Santa Cruz County "CASA"
- **Dientes Community Dental Care**, Integrated Dental Care for Our Community
- **Encompass Community Services**, Housing Pathways
- **Encompass Community Services**, PAPÁS, Supporting Father Involvement
- **Encompass Community Services**, TAY (Transition Age Youth) Youth Advocacy Project
- **Encompass Community Services**, Mindfulness-Based Medication Assisted Treatment Program
- **Families In Transition of Santa Cruz County, Inc.**, Family Housing Stabilization
- **Family Service Agency of the Central Coast**, Counseling Services
- **Family Service Agency of the Central Coast**, I-You Venture
- **Family Service Agency of the Central Coast**, Senior Outreach
- **Family Service Agency of the Central Coast**, Suicide Prevention Service
- **Family Service Agency of the Central Coast**, Survivors Healing Center
- **Family Service Agency of the Central Coast**, WomenCARE
- **Grey Bears**, Healthy Food for Seniors
- **Housing Matters**, 180/2020
- **Janus of Santa Cruz**, Co-occurring Disorders (COD) Treatment Capacity: Training and Integration of Behavioral Health Interventions to Effectively Serve Persons with Co-Occurring Mental and Substance Use Disorders (SUD)
- **Mental Health Client Action Network**, Drop-In Center
- **Mental Health Client Action Network**, Motivational Interviewing Peer Support Counseling
- **Monarch Services-Servicios Monarca**, Monarch Services-Servicios Monarca
- **National Alliance on Mental Illness Santa Cruz County**, Sustaining Families Program
- **New Life Community Services**, Gemma
- **Pacific Preschool**, Pacific Preschool
- **Pajaro Valley Children's Center**, Pajaro Valley Children's Center
- **Pajaro Valley Prevention & Student Assistance, Inc.**, Functional Family Therapy
- **Pajaro Valley Prevention & Student Assistance, Inc.**, Seven Challenges
- **Pajaro Valley Unified School District**, Healthy Start Program
- **Planned Parenthood Mar Monte**, Westside & Watsonville Health Centers
- **Salud Para La Gente**, Coordinated Care Program
- **Santa Cruz Barrios Unidos, Inc.**, Educational Outreach Program
- **Santa Cruz Community Health Centers**, Santa Cruz Community Health Centers
- **Santa Cruz Toddler Care Center**, Santa Cruz Toddler Care Center
- **Second Harvest Food Bank Santa Cruz County**, Nutrition Education Program
- **Senior Citizen Org. of San Lorenzo Valley**, Senior Outreach and Activities



- **Senior Citizens Legal Services**, Senior Citizens Legal Services
- **Senior Network Services, Inc.**, Aging in Community: Housing and Home Help Services
- **Seniors Council of Santa Cruz & San Benito Counties**, Area Agency on Aging of Santa Cruz & San Benito Counties
- **Seniors Council of Santa Cruz & San Benito Counties**, TCE-PROJECT SCOUT
- **The Diversity Center**, The Diversity Center's Youth Program
- **Vista Center for the Blind and Visually Impaired**, Safe and Healthy Living Program
- **Volunteer Center of Santa Cruz County**, Beat Back Diabetes
- **Volunteer Center of Santa Cruz County**, Friends Outside
- **Volunteer Center of Santa Cruz County**, Seniors Programs
- **Volunteer Center of Santa Cruz County**, YouthSERVE
- **Walnut Avenue Family & Women's Center**, Youth Advocacy and Violence Prevention
- **YWCA of Watsonville**, YWCA State Preschool





County of Santa Cruz Human Services Department

Planning and Evaluation Division

For more information, please contact:

HSDCCU@santacruzcounty.us

CORE INVESTMENTS

Status report on
the Collective of Results and Evidence-based (CORE) Investments

November 2020

Prepared by
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Nicole Lezin, MPPM, Cole Communications, Inc.



Acknowledgements

In Santa Cruz County, we are fortunate and grateful to draw upon different types and layers of support for the Collective of Results and Evidence-based (CORE) Investments initiative.

As in previous phases of CORE, the activities reflected in this report are made possible by the investments of time, commitment, and ideas from members of the CORE Steering Committee, who are listed on page 9.

Consistent financial support has continued from the **Monterey Peninsula Foundation**, which has demonstrated a commitment to making equity a central focus of both philanthropy and public and nonprofit sector work across the Central Coast.

The **David and Lucile Packard Foundation** also has supported CORE Investments activities significantly, inviting the CORE consulting team to submit multiple grant applications on behalf of the Human Services Department (HSD).

Additional funding for CORE Investments, as in previous phases, has been generously provided by:

- City of Santa Cruz
- First 5 Santa Cruz County
- Health Services Agency (HSA)
- Human Services Department

In addition to their financial support, each of these agencies also is represented on the CORE Steering Committee.

We are encouraged that all of these public and private partners have continued to invest in and support the evolution of CORE Investments.



MONTEREY PENINSULA FOUNDATION

the David & Lucile Packard FOUNDATION



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A CORE Refresher

The Evolution of CORE as a Funding Model and a Movement for Equitable Health and Well-being in Santa Cruz County



“ CORE represents an invaluable forum to bring partners together, grounded in our shared mission for equity, to address the complex and dynamic challenges of COVID-19 in Santa Cruz County. Through a structured process of sharing of data, building new partnerships, and identifying best practices, we have grown and learned together, strengthening our understanding, services, and advocacy on behalf of our community.

— Dr. Faris Sabbah, Santa Cruz County Office of Public Health

The Evolution of CORE



2015 – 2017

Transitioning to a New Funding Model

- Board of Supervisors approved phased-in approach to transforming Community Programs funding process into a results-based, collective impact model
- Collective of Results and Evidence-based (CORE) Investments funding model developed
- County & City of Santa Cruz issued joint Request for Proposals (RFP) for evidence-based safety net services
- 3-year contracts established (FYs 2017-18 – 2019-20)

Feb – Dec 2018

A Roadmap to Results

- Convened CORE Steering Committee
- Developed CORE framework (Vision, Mission, Values, CORE Conditions for Health & Well-being and tools for identifying communitywide results and indicators (CORE Results Menu) and refining the EBP framework (Continuum of Results and Evidence)
- Developed CORE Investments Plan (living document available at <https://goo.gl/hyaYbR>)

Jan – June 2019

Operationalizing the CORE Investments Plan

- Populated CORE Results Menu with community-level impacts and indicators
- Conducted trainings on CORE tools
- Aligned CORE with other local, regional, and statewide networks and initiatives
- Convened a Design Team to shape the CORE Institute for Innovation and Impact
- Existing CORE contracts extended for a 4th year, through FY 2020-21, to align with County's 2-year budget cycle

July 2019 – ongoing

Building Capacity to Apply the CORE Framework

- Continue stakeholder engagement
- Build and refine CORE Results Menu and EBP “library” on DataShare platform
- Cultivate shared leadership and backbone infrastructure support
- Design and launch CORE Institute for Innovation and Impact, with equity-centered focus
- Assist funders with applying CORE frameworks and tools to equitable funding processes
- Existing CORE contracts extended for a 5th year, through FY 2021-22, due to CO

CORE as a Funding Model & Movement



In the time since the County Board of Supervisors and the City of Santa Cruz adopted the Collective of Results and Evidence-based (CORE) Investments as a results-based, collective impact funding model, CORE has evolved to reflect its broader movement-building potential. The evolution has been driven by input, feedback, and ideas from multiple people representing nonprofits, public agencies, grassroots groups, funders, and community leaders.

Currently, **CORE Investments** is defined as a **funding model** and a **movement** to achieve **equitable health and well-being** in Santa Cruz County, using a **results-based, collective impact approach** that is **responsive** to community needs.

As a **funding model**, CORE provides a framework to:

- **Align** funders' strategic priorities and investments with communitywide goals and long-term impacts.
- **Co-invest** resources in a portfolio of effective programs, practices, partnerships, and policies that contribute to achieving communitywide goals and long-term impacts.
- **Measure** program-level outcomes and **demonstrate** the cumulative effect on long-term, community-level impacts.
- **Attract** additional, sustainable social impact investments.

As a **movement**, CORE provides a framework to:

- **Align and amplify** efforts and impacts of multiple systems, collaboratives, and collective impact initiatives in Santa Cruz County that often work in close proximity—and yet still compete for resources—with one another.
- **Examine and address** any organizational, systemic and individual practices and structures that perpetuate inequitable opportunities and outcomes.
- **Engage** new, diverse formal and informal leaders, influencers, and co-investors in examining and addressing disparities and achieving equitable health and well-being.

The CORE Framework



CORE Vision: Santa Cruz County is an equitable, thriving, resilient community where everyone shares responsibility for ensuring the health and well-being of all people, at every stage of life.

CORE Mission: To inspire and ignite collective action to ensure Santa Cruz County is a safe, healthy community with equitable opportunities for all to thrive.

CORE Values

Equity: uncover and address root causes of inequities

Compassion: use a human-centered, empathic approach

Voice: seek, listen, and respond to perspectives of those most affected by inequities

Inclusion: create authentic opportunities to co-create solutions with people with diverse backgrounds and experiences

Collaboration: work across sectors and organizational boundaries for the common good

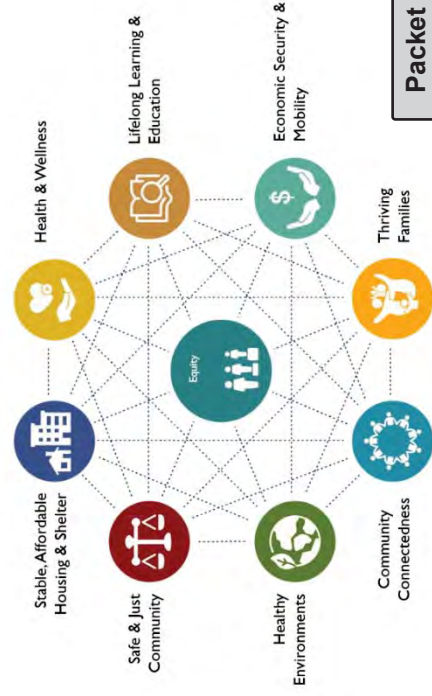
Transparency: share data, results, successes, and challenges; build trust and a culture of continuous improvement

Innovation: encourage creative strategies and approaches to solve complex challenges

Accountability: set shared goals, measure outcomes, and demonstrate our collective impact

CORE Conditions for Health & Wellbeing

Fulfilling the CORE vision and mission requires investing in programs, practices, policies, and transformational systems changes that create equitable opportunities to experience these vital, interconnected **CORE Conditions for Health & Well-being** across the life span, throughout the community. The CORE Conditions are defined further on page 8.



CORE Conditions for Health & Well-being



Equitable opportunities to experience...



Health & Wellness

Optimal physical, mental, social-emotional, behavioral, and spiritual health across the life span.



Community Connectedness

A sense of belonging, diverse and inclusive neighborhoods and institutions, vibrant arts and cultural life, and the power of civic engagement.



Lifelong Learning & Education

High-quality education and learning opportunities from birth through the end of life.



Healthy Environments

A clean, safe, sustainable natural environment and a built environment and infrastructure that supports health and well-being.



Economic Security & Mobility

Stable employment, livable wages, food security, ability to afford basic needs, wealth accumulation, and prosperity.



A Safe & Just Community

Fair, humane approaches to ensuring personal, public, and workplace safety that foster trust, respect, and dignity.



Thriving Families

Safe, nurturing relationships and environments that promote optimal health and well-being of all family members across generations.



Stable, Affordable Housing & Shelter

An adequate supply of housing and shelter that is safe, healthy, affordable, and accessible.

CORE Steering Committee Members



CORE activities have been guided by members of a Steering Committee, first convened in February 2018. Most members have continued to serve on the Steering Committee, with occasional changes in membership, providing continuity to the work. Steering Committee meetings were paused when COVID-19 and the shelter-in-place requirements began in mid-March 2020, as many individual members and their organizations had to prioritize their time and resources to respond to community needs arising from the pandemic and then the CZU wildfire. However, several Steering Committee members have continued to participate in and contribute to CORE Investments activities as described elsewhere in this report.

David Brody First 5 Santa Cruz County	Leslie Goodfriend Human Services Department	Monica Martinez Encompass Community Services
Keisha Browder United Way of Santa Cruz County	Mimi Hall Health Services Agency	Susie O'Hara City of Santa Cruz
Jim Brown Arts Council of Santa Cruz County	DeAndré James Pájaro Valley Community Health Trust	Elisa Orona Health Improvement Partnership
Maria Cadenas Santa Cruz Community Ventures	Clay Kempf Seniors Council & Area Agency on Aging	Greg Pepping Coastal Watershed Council
Raymon Cancino Community Bridges	Julie Macecevic Human Care Alliance and Walnut Ave. Family and Women's Center	Dr. Faris Sabbah County Office of Education
MariaElena De La Garza Community Action Board	Laura Marcus Dientes Community Dental	Susan True Community Foundation of Santa Cruz County
Willy Elliott-McCrea Second Harvest Food Bank	Rayne Pérez County Administrative Office	Betsy Wilson Mid-Pen Housing

CORE's Results-based Focus



Engaging a wide variety of stakeholders has been crucial throughout CORE's history. Efforts to enlarge the circle of CORE stakeholders continue, with a particular emphasis on building relationships with and amplifying the passion, expertise, and solutions of community members and grassroots leaders. This is just one of many ways to **center equity in CORE Investments** and is a high priority among many CORE Steering Committee members and participants in CORE-related events.

Although CORE activities have been altered by COVID-19's impact throughout the community, the continued commitment to engage diverse stakeholders is reflected in the CORE consulting team's efforts to achieve results in three main areas, which build on prior CORE Investments results and align with operational objectives in Santa Cruz County's strategic plan, Vision Santa Cruz County.

1

Result 1: Launch and continuously improve web-based, interactive **CORE tools**, including an online, interactive CORE Results Menu, the CORE Continuum of Results and Evidence, and a searchable "library" of Evidence-based Practices (EBPs).

2

Result 2: Promote **shared leadership** and build the **infrastructure** to institutionalize and sustain CORE Investments as a results-based, collective impact funding model and movement.

3

Result 3: Increase capacity to apply CORE as a funding model and movement to achieve equitable health and well-being through the **CORE Institute for Innovation and Impact**.

CORE Result I:

Launch and Continuously Improve Web-based, Interactive CORE Tools



We work with over 150 communities who have engaged us to create platforms like DataShare. I can't think of a single one that is yet using local data the way you are in Santa Cruz County. You're not only **ahead of the game** with this work, but also such an organized, impressive group. We're excited about **sharing your example** to inspire other clients!

— Anne Zwerner, Healthy Communities Institute / Conduent (*DataShare Platform*)

CORE Results Menu: Concept to Prototype



The CORE consultants have continued to make progress on developing an online, interactive “menu” of community impacts and indicators, linked to publicly available data, for each of the CORE Conditions. The menu is intended to be a tool for creating common language and greater alignment among funders, policymakers, service providers, and community members. Over the last two years, the CORE Results Menu has been built in stages from **Concept to Draft to Alignment to Prototype**.

Concept

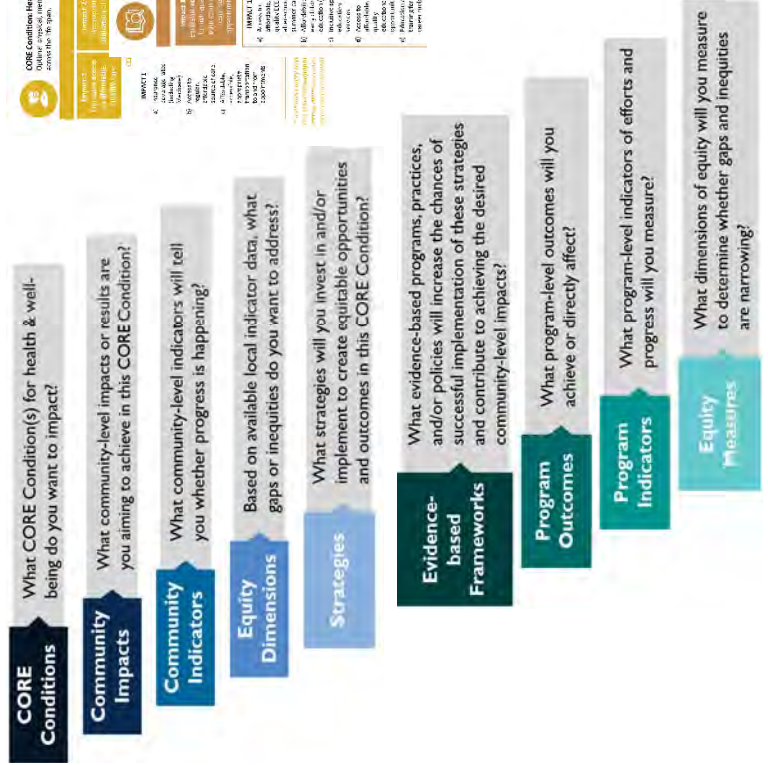
Create an online, interactive menu linking Community Impacts to Program Outcomes in each CORE Condition.

Draft

Identify community impacts and indicators by CORE Condition, vet with stakeholders, revise based on feedback.

Alignment

“Crosswalk” community indicators in CORE Results Menu, Community Assessment Project (CAP), Vision SC DataShare, other initiatives; Identify alignment and gaps.



CORE Results Menu: Concept to Prototype



Prototype

Thanks to a strong collaboration with DataShare's original host, the Health Improvement Partnership of Santa Cruz County (HIP), Healthy Communities Institute/Conduent (HCI), and many partners supporting DataShare Santa Cruz, the **CORE Results Menu is now available as it was originally envisioned: as an online, interactive tool on the DataShare platform.**

Both DataShare itself and CORE's presence on the platform reflect the ongoing aligned efforts of multiple partners, including HIP, HSD, HSA, the County Administrative Office (CAO), United Way of Santa Cruz County, (United Way) the Santa Cruz County Office of Education (Santa Cruz COE), and the Pájaro Valley Community Health Trust (the Health Trust).



<https://www.datasharescc.org>

CORE Results Menu

Whether you are designing a new program, evaluating an existing one, or trying to decide how to make an impact through policies, grants, or donations, it's helpful to ask yourself, "What community impact (result) do I want to achieve or contribute to in the CORE Conditions for Health and Well-being?" To explore this question, read the community impact statements under each CORE Condition below and click on any link to view related community data.



Health and Wellness

- Equitable access to affordable, quality care
- Appropriates utilization of care
- Behaviors that maintain or improve us health
- Optimal health status



Lifelong Learning and Education

- Equitable access to high-quality education and learning opportunities
- Quality of education and learning opportunities and environments
- Participation in education and learning opportunities
- Skills & educational achievement
- Educational attainment & workforce readiness



Economic Stability and Social Mobility

- Increased economic vitality
- Higher levels of self-sufficiency
- Increased social, economic, and occupational mobility
- Increased generational wealth



Thriving Families

- Increased resilience of children and youth
- Increased resilience among adults
- Increased resilience among older and dependent adults



Community Connectedness

- Connection to others
- Access to diverse community arts and cultural experiences
- Increased civic engagement



Healthy Environments

- Quality of the natural environment and natural resources
- Climate change resiliency
- Safe, affordable, accessible recreational spaces
- Safe, affordable, accessible transportation system



Safe and Just Communities

- Individuals and families are free from all forms of violence
- Neighborhoods and communities are safe
- Justice systems are fair, restorative, and promote healing



Stable, Affordable Housing and Shelter

- Increased inventory of housing, especially affordable housing
- Increased availability of safe shelter
- Access to safe, stable, affordable housing

CORE Results Menu: Concept to Prototype



These screenshots show how DataShare users can move through the Results Menu to display available data in different ways. In this example, under the **CORE Condition of Health and Wellness**, one indicator of the **Community Impact 2: Appropriate Utilization of Care** is the degree to which pregnant women receive **early prenatal care**. Clicking on that indicator displays data in different formats. When data are available by zip code or other more granular dimensions that provide insights about inequities, those options are displayed as well.



Health and Wellness

Impact 2: Appropriate Utilization of Care

The community indicators on this page provide an overview of how Santa Cruz County residents are doing in key areas of this community impact. This helps us understand how our community is doing overall, and whether particular people or areas in the county are experiencing greater challenges or hardships that need to be addressed. To learn more about any community indicator, click [See More Data](#).

INDICATORS

Early Prenatal Care

Increasing the number of women who receive prenatal care, and who do so early in their pregnancies, can improve births outcomes and lower health care costs by reducing the likelihood of complications during pregnancy and childbirth.

Mothers who Received Early Prenatal Care

- (Compared to Prior Value)
- (Compared to CA Counties)
- (Compared to CA State Value)
- (Compared to Healthy People 2020 Target)

County: Santa Cruz

Mothers who Received Early Prenatal Care

County: Santa Cruz Measurement Period: 2016-2018 Filter: none (all Counties)

This indicator shows the percentage of births to mothers who began prenatal care in the first trimester of their pregnancy.

Why is this important?
 Babies born to mothers who do not receive prenatal care are three times more likely to have a low birth weight and five times more likely to die than those born to mothers who do get care. Early prenatal care (i.e. care in the first trimester of a pregnancy) allows women and their health care providers to identify and, when possible, treat or correct health problems and health-compromising behaviors that can be particularly damaging during the initial stages of fetal development. Increasing the number of women who receive prenatal care, and who do so early in their pregnancies, can improve birth outcomes and lower health care costs by

More...

County: Santa Cruz **84.0%**

Source: California Department of Public Health / Measurement period: 2016-2018
 Maintained by: Consultant Health, Communities Institute
 Last update: August 2020
 Filter(s) for this location: State, California

COMPARED TO
 CA Counties (2015-2017) 83.5% in
 CA Value (2015-2018) 83.1% in
 US Value (2014-2018) 73.6% in
 Prior Value (83.1%)
 HP 2020 Target (77.9%)
 Trend

Technical note: Data compiled by CDPH using the CA Birth Statistical Master File

Graph Selections
 INDICATOR VALUES
 Change over Time

Mothers who Received Early Prenatal Care

Year	Value (%)
2016	86
2017	84
2018	82
2019	80
2020	80
2021	80
2022	80
2023	80
2024	80
2025	80
2026	80
2027	80
2028	80
2029	80
2030	80

COUNTY ZIP CODES
 View map, graph, and table for this indicator by selecting other location types (above).
 Download Santa Cruz Indicator Data CSV

CORE Results Menu: Concept to Prototype



Another way to use the CORE Results Menu on DataShare is to explore the **connections** between community impacts and program outcomes.

Guided prompts in an easy-to-use, *a la carte* menu format suggest different types of **strategies**—or broad categories of activities—that connect the community impacts and program outcomes to one another, organized around this key question:

Where are you focusing your efforts?

- **People** who might benefit from specific programs or policies
- **Organizations & Systems** that affect equitable health and well-being
- **Places & Communities** where people live, work, and play
- **Public & Political Will** to enact policies and investments that enhance people's quality of life and ability to live in equitable, thriving, resilient place and communities

Clicking on one of the headers, such as **People**, reveals a set of sample strategies and specific activities, as shown in the example on this page.

Strategies and Program Outcomes

Strategies

Strategies are the approaches (broad categories of activities) that lead to desired program outcomes, which contribute to community impacts. The strategies you choose help answer the question, "Where are you focusing your efforts?" with a diversity, equity, and inclusion (DEI) lens. This is a helpful question to ask when you are planning, implementing, and evaluating your efforts - whether you are creating a new program, writing a grant proposal, developing a strategic plan, fine-tuning a budget, strengthening a partnership, developing a new policy, or giving grants or donations to community-based organizations.

Like an "Islands" menu at a restaurant, you can pick multiple strategies that match your goals and interests. Expand the links below to view examples of strategies.

Where are you focusing your efforts?

- People
- Organization and
- Places & Communities
- Public & Political Will

Where are you focusing your efforts?

People

Are you focusing on **People** who might benefit from specific programs or policies?

- o Examples: Women experiencing homelessness; Seniors who are homebound; Undocumented immigrants and mixed-status families

The boxes below list examples of strategies and examples of activities that could be implemented.

<p>Outreach, education & engagement in services</p> <p>For example...</p> <ul style="list-style-type: none"> ▪ Homeless Communications ▪ Home (Traditional & social) ▪ Community events ▪ Neighborhood outreach ▪ Presentations 	<p>Promote optimal status</p> <p>For example...</p> <ul style="list-style-type: none"> ▪ Education resiliency ▪ Universal Screenings ▪ Preventive / Proactive Care ▪ Skills Training
<p>Identify issues & respond early</p> <p>For example...</p> <ul style="list-style-type: none"> ▪ Assess / Gather info ▪ Education & skills-building ▪ Link to / provide resources & supports ▪ Coordination / Navigation 	<p>Provide responsive, appropriate intervention</p> <p>For example...</p> <ul style="list-style-type: none"> ▪ Assess / Gather info ▪ Education & skills building ▪ Provide services to address existing need ▪ Coordination / Navigation
<p>Maintain progress</p> <p>For example...</p> <ul style="list-style-type: none"> ▪ Assess / Gather info ▪ Ongoing or long term care / intervention ▪ Coordination / Navigation 	

CORE Results Menu: Concept to Prototype



Similarly, the Results Menu provides guided prompts and examples of **program outcomes**—the measurable changes that are a direct result of the strategies and activities implemented. The sample program outcome statements are broad so they can be tailored to fit specific programs and policies that align with community impacts in any of the CORE Conditions. The program outcomes are organized around these key questions:

What types of changes do you hope to accomplish? How will you know if anyone better is off?

- **Short-term Outcomes**
 - What do you want a specific population to be **aware of**?
 - What types of **knowledge** might be missing?
 - What **attitudes** either help lead to change or hinder it?
 - What **skills** would help people experience greater health and well-being, or access the services and supports they and their families need?
- **Intermediate Outcomes**
 - If changes in awareness, knowledge, attitudes/beliefs, and skills occur, what **behaviors** might change?
 - What changes in **status**—health, educational, economic, housing, safety, environmental—could occur if behaviors change?

Program Outcomes

Program outcomes are the measurable changes you plan to achieve as a direct result of the strategies and activities you implement. Some program outcomes are achievable in the short term, while others may take longer. Usually, outcomes build on each other: short-term outcomes (changes in awareness, knowledge, attitudes/beliefs, and skills) occur before intermediate outcomes (change in behaviors and status), which contribute to longer-term community impacts.

The boxes below list common types of short-term and intermediate outcomes and examples of program outcome statements that can be modified for various programs and policies.

What types of changes do you hope to accomplish in the short term?

Short-term Outcomes

Intermediate Outcomes

Short-term Outcomes

What do you want a specific population to be more aware of? What types of knowledge might be missing? What attitudes would either help lead to change or hinder it? What skills would help people experience greater health and well-being, or access the services and supports they and their families need?

<p>Change in Awareness</p> <p>For example...</p> <ul style="list-style-type: none"> • Increased awareness of [issue] among [population] • % increase in awareness of [issue] among [population] • % increase in population who are aware of [issue] • % decrease in [population] who are not aware of [issue] 	<p>Change in Knowledge</p> <p>For example...</p> <ul style="list-style-type: none"> • Increased knowledge of [topic] among [population] • % increase in knowledge of [topic] among [population] • % of population who know about / know how to [skill] • % of population who increased their knowledge of [topic] after participating in [program/service]
<p>Change in Attitudes/Beliefs</p> <p>For example...</p> <ul style="list-style-type: none"> • Increased attitude / belief among [population] • % of [population] who believe [belief] • % of [population] who feel [feeling/emotion] % of [population] who feel [feeling/emotion] • % of [population] who agree / disagree that [statement] • % of [population] who are willing to [action/behavior] • % of [population] who are ready to [action/behavior] 	<p>Change in Skills</p> <p>For example...</p> <ul style="list-style-type: none"> • Increased / improved skill among [population] • % of [population] who are able to [skill] • % increase in skill among [population]

CORE Results Menu: Concept to Prototype



The CORE consulting team worked closely and intensively with DataShare partners to identify, review, and select **indicators** with reliable, valid, and publicly available data sources that would support both the Results Menu and the broader DataShare platform in which the Results Menu is embedded.

The CORE consultants' familiarity with DataShare's structure has contributed to a framework and process for adding additional data elements (e.g. indicators or other customized features) to the platform in the future.

New data elements can be proposed by any DataShare user or partner agency. Requests remain on a "wish list" until they can be reviewed to determine whether they meet criteria for inclusion on the DataShare platform

(such as reliability of data sources and periodicity of data collection) and whether there are viable options and resources for adding them. The goal is to continue adding relevant data as resources become available, **making DataShare and the CORE Results Menu as robust, current, and useful as possible.**

HIP is in the process of transitioning the DataShare hosting role to a newly formed group of Administrative Partners (APs) consisting of the Count of Santa Cruz (HSA, HSD, CAO), the Santa Cruz COE, United Way, and the Health Trust. The CORE team will continue partnering with the APs to refine the CORE Results Menu on DataShare.

Proposed Decision-making Protocol

DRAFT (10/15/20)



CORE Tools: Library of Evidence-based Programs, Practices, and Policies (EBPs)



In an early phase of CORE Investments, HSD encouraged CORE grantees to explore and, if appropriate, implement **evidence-based programs, practices, and policies (EBPs)**. At the time, there were several concerns about organizational capacity to implement EBPs, as it represented a significant shift in practice for many.

Subsequently, the CORE consulting team developed a tool to help organizations match their existing or planned programs to different levels of evidence: the **CORE Continuum of Results and Evidence**. The tool fosters clarity about where a particular program or idea rests along a continuum and offers potential ways to move along the continuum, if desired.

The Continuum tool has been shared through training and technical assistance (TA) and received positive feedback. Now that the Results Menu is live on DataShare, the concept of the Continuum can be linked to an existing DataShare resource: the **Promising Practices** database.

The Promising Practices database contains over 2,000 programs that have been vetted by HCI Conduent's research team and is searchable by topic, geography, target audience, and degree of available evidence (Evidence-based Practice, Effective Practice, or Good Idea). These categories align well with the points on the CORE Continuum tool (Emerging, Promising, Effective, and Proven).

To make the Promising Practices database more locally relevant, the CORE consulting team is identifying and submitting additional EBPs for HCI's research team to consider. These may include **EBPs that can be found in online clearinghouses** (but are not yet included in Promising Practices), as well as EBPs that have **not been scientifically researched but have enough data to be classified as an Effective Practice or Good Idea**. Or, local programs that don't meet the threshold for a Good Idea can still be added to the database under the **Local** category. This process will contribute to a more comprehensive, accessible, and searchable **library of EBPs**, which supports one of the objectives in the County's operational plan.

CORE Tools: What's Next?

The original catalyst for developing the CORE framework and portfolio of interactive tools was to support HSD and the City of Santa Cruz in implementing the next CORE funding process, which was initially delayed for one year in order to align with the County's 2-year budget cycle, then recently delayed for another year due to COVID-19.

Although implementing the next funding process has been delayed, the application of these tools has not. In fact, the tools have the potential for much broader application, beyond the next CORE funding process. The CORE consulting team will continue engaging a broader group of individuals and organizations in using these tools. This will help lay the groundwork for an improved CORE funding process in the future, with greater alignment around goals for community well-being and increased understanding of how different strategies and activities, across sectors, collectively contribute to the community impacts envisioned by the CORE framework.



Specific next steps include:

- Continue to collaborate with the DataShare Administrative Partners (host organizations) to **refine, enhance, and update the content and functionality** of the CORE Results Menu and Promising Practices database (EBP “library”) in DataShare.
- Continue to engage multiple, diverse stakeholders (including community members, funders, service providers, educators, and policymakers) in opportunities to **use and apply the CORE tools**. The CORE Institute for Innovation and Impact, described in greater detail later in this report, is an important channel for sharing these tools with a growing and increasingly diverse audience.
- Provide guidance and technical assistance as requested to HSD, HSA, jurisdictional funders (cities), the Community Foundation of Santa Cruz County, United Way of Santa Cruz County, and other local funders interested in **applying the CORE framework and tools to create or improve equitable funding processes from end-to-end** (e.g. funding announcements, applications, selection process, contracts, reports, etc.).

CORE Result 2:

Shared Leadership & Infrastructure



“

CORE has been essential in providing leadership and guidance to help create a **collective foundation to discuss issues of equity and racial justice**. The racial equity dialogue and retreat held earlier this year helped us **deepen this conversation** as a Steering Committee and within our own organizations, since we also were able to include colleagues in the racial equity discussions. CORE also has provided capacity building and opportunities for **learning and communication around crisis response** and **deepened relationships amongst service providers** through the ongoing CORE Coffee Chats and Conversations. I represented CAB as a guest speaker for an April 2020 Chat on how to support people who are undocumented during COVID-19 and beyond, and I know these have helped us and others share crucial information with partners and extend our reach.”

— *MariaElena De La Garza, Community Action B*

CORE Shared Leadership & Infrastructure

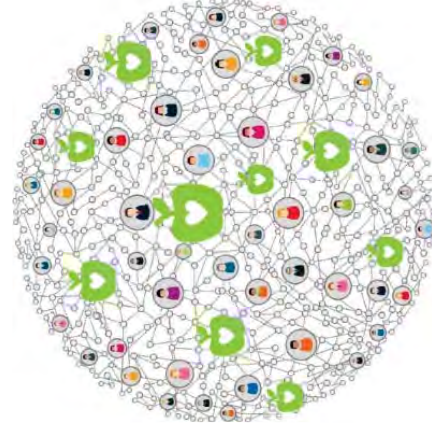


The CORE Steering Committee met in person in late January 2020 for a **dialogue, followed by a retreat, centered on racial equity**. In those sessions, Steering Committee members included other leaders from their respective organizations as part of an intentional effort to extend CORE's vision, mission, and values further into the CORE Steering Committee organizations, and beyond.

Many CORE Steering Committee members had already committed to strengthening their internal racial equity initiatives before the January 2020 retreat, but several reported that the candid discussions and the concrete tools were helpful as they intensified their efforts afterwards—both despite and because of COVID-19.

In addition, Steering Committee members have joined other local leaders as featured guests and co-hosts of virtual **CORE Coffee Chats** and longer **CORE Conversations**, offered as part of the nascent **CORE Institute for Innovation and Impact** described in the next section.

The visible leadership and partnership of Steering Committee members has helped attract a wide range of participants to the CORE Coffee Chats, garnering widespread interest in and respect for the CORE Institute events.



"I have greatly enjoyed the sense of community and learnings that the CORE Coffee Chat series has made possible during this unprecedented time. Being able to connect with community partners and stay current with resources available has been essential to providing holistic services during the COVID pandemic and local wildfires to the survivors of violence served by Monarch."

— *Kalyne Foster Renda, Monarch Services*

CORE Shared Leadership & Infrastructure



The demands and adaptations driven by COVID-19 have also added urgency to **aligning initiatives that share goals**, leaders, and meeting time, not only to reinforce each others' efforts but to reduce duplication.

As a result, the CORE consulting team works closely with leaders of local and regional initiatives such as:

- Central Coast Early Childhood Advocacy Network (CCECAN)
- DataShare Santa Cruz County
- Health in All Policies
- Santa Cruz County Adverse Childhood Experiences (ACEs) Network of Care
- Santa Cruz County Homeless Response System Project Advisory Group
- Youth Action Network (formerly Youth Violence Prevention Network)

Joining forces with other initiatives to reinforce and amplify each other's efforts is one of the many ways CORE Investments contributes to and fosters shared leadership that is essential to sustaining the infrastructure for effective collective impact movements.

The CORE consulting team builds relationships with other partners who are Weavers, Guides, Builders, Visionaries, Experimenters, Healers, Frontline Responders, Caregivers, Disrupters, and Storytellers in the "social change ecosystem,"¹ a concept introduced in one of the CORE Coffee Chats.

¹ Deepa Iyer. 2020. *Mapping Our Roles in Social Change Ecosystems*. Solidarity's and Building Movement Project.

The CORE consulting team also is adept at playing these multiple systems change roles, identifying areas of natural alignment, and creating opportunities to advance a shared vision and goals.

This approach to shared leadership is **strengthening ties** to the organizations involved in these initiatives while helping to **amplify the voices** of the community.

CORE is helping us develop shared language, skills, and relationships that create new opportunities for critical conversation and collective action around racial justice equity, education, and community wellbeing - not only in Santa Cruz County, but across the Central Coast region.

— Allison Guevara, Social Impact Consultant

CORE Shared Leadership & Infrastructure: What's Next?



The CORE consulting team sees great potential for expanding CORE's shared leadership structure by formalizing a process to rotate membership and roles in the Steering Committee, as well as supporting leadership development through the CORE Institute events. This will create opportunities to bring new individuals, organizations, and ideas into CORE Investments, including the next generation of agency leaders and community leaders who have direct experience with or are most impacted by inequitable community conditions.

Creating an inclusive, welcoming environment that strengthens relationships and commitments to shared goals among all CORE stakeholders is important for sustaining engagement, especially as CORE Investments continues to evolve as a funding model and a movement.

As the racial equity retreat showed, the Steering Committee also can serve as a source for introducing or amplifying new approaches within organizations—for example, within leadership teams of participating agencies and organizations.

The shared work with allied organizations and leaders such as HiAP, CCECAN, the Homeless Response System Project Advisory Group, and the ACEs Network also point to local and regional opportunities to align collective efforts and, most importantly, yield results. As more organizations and their networks become familiar with the CORE Investments framework and tools, they can apply these to their own work while providing crucial insights, feedback, and connections in return—a win-win.



CORE Result 3:

CORE Institute for Innovation & Impact

“ I appreciate how the Nicoles facilitate and **create a container for experts to share and learn from one another**. All conversations are grounded in the specific reminder of how the CORE effort is both a funding model and a movement. The CORE Chat offerings have been particularly useful, from PPP loan guidance to self care to equity in strategy and more, **all of it has been immediately applicable**.

— Greg Pepping, Coastal Watershed Council

The CORE Institute for Innovation & Impact



The **CORE Institute for Innovation & Impact (CORE Institute)** was initially conceptualized by leaders in HSD, the Community Foundation of Santa Cruz County, the CORE consultants, and members of a small, *ad hoc* design team that included some CORE Steering Committee members. It is envisioned as a public-private partnership that serves as:

- a **learning hub** for building shared knowledge, skills, and capacity to apply the CORE framework across public, private, non-profit, and community-based groups and organizations in Santa Cruz County.
- a **learning lab** for testing, evaluating, and spreading innovative, results-based approaches to achieving equitable health and well-being in Santa Cruz County.

Training, TA, and capacity-building opportunities offered through the CORE Institute can help build shared knowledge, skills, and advance effective practices in areas such as:

- **Programs & Practices** (e.g., community engagement, program planning, evidence-based programs)
- **Data & Evaluation** (e.g., theory of change, logic model, outcome evaluation methodologies, data visualization, etc.)
- **Infrastructure & Sustainability** (e.g., leadership, change management, leveraging resources, organizational policies and practices, etc.), and
- **Policy & Systems Changes** (e.g., advocacy, evidence-based policymaking, social impact investing, collective impact approaches, Health in All Policies, etc.)

Under the CORE Institute umbrella, the CORE consultants have offered a variety of in-person and virtual learning events this past year to help build local capacity, including:

- **Customized workshops** for the Community Foundation of Santa Cruz County to help grantees transition to a new outcomes-focused RFP process informed by the CORE tools
- **CORE Coffee Chats**, featuring local guest speakers
- **CORE Conversations** on collective impact, racial equity, and antiracism
- **Other forums, town halls, and convenings** co-hosted by CORE.

These CORE Institute events are described in more detail on the following pages and in an Appendix.

The CORE Institute: Expanding CORE's Reach



With the shift to all-virtual gatherings to comply with the shelter-in-place order, the CORE Institute joined other Santa Cruz County organizations in pivoting to what has become a new normal. Since March 2020, CORE Institute trainings and TA have shifted to virtual **CORE Coffee Chats and longer CORE Conversations** on Zoom, drawing a steady audience of participants from nonprofit organizations, public agencies, and volunteer-led groups of all sizes. Although these CORE Institute events originally drew participants with some connection to prior CORE Investments sessions, the audience has expanded to include many people and organizations new to CORE Investments. Most CORE Institute events are **available live or via recordings for later viewing**, which makes them more accessible.

Topics for recent CORE Institute events have ranged from the practical—such as Zoom tips and how to apply for Payroll Protection Program (PPP) loans—to more in-depth explorations of race and equity, resources for undocumented individuals and families, reopening childcare and schools safely and equitably, supporting older adults during COVID-19, and techniques to promote both self-care and community resilience. A full list of CORE Institute events held between January and November 2020 is in an Appendix to this report.



The CORE Institute: Expanding CORE's Reach



Most Steering Committee members and/or colleagues within their organizations have participated, as speakers, co-hosts, or participants. These CORE Institute events also have become a vehicle for **local and regional partners to co-design and co-host virtual events**, reaching larger audiences that share common goals. Examples include co-hosting Coffee Chats and other forums with HiAP, the national Campaign for Grade-level Reading, the ACEs Network, and the CAO/Focus Strategies (Homeless Response System Action Plan), all designed to share information and seek feedback on community strengths, needs, resources, and solutions.

A recent success story that highlights the potential for more partnerships is the mid-October virtual Town Hall on Centering Children & Families at the Heart of Recovery, featuring Congressman Panetta and co-hosted by CORE and the Central Coast Early Childhood Advocacy Network. The bilingual Town Hall drew an audience of over 140 participants, including state leaders, First 5s, Child Care Planning Councils, parent leaders, advocates, and elected officials from Santa Cruz, Monterey, and San Benito counties.

Town Hall participants were energized by the advocacy calls to action, and the event connected CORE to a broader range of community leaders who share CORE's vision for equitable health and well-being.

Additionally, all CORE Coffee Chats and forums hosted or co-hosted through the CORE Institute have been offered **bilingually** since September 2020. The CORE consultants have developed working relationships with a small pool of local, highly skilled subcontractors who provide simultaneous oral interpretation of the presentations and written translation of slide decks and handouts. As they participate in more CORE Institute events, they also become more familiar with the content and scope of CORE.

Sessions generally are conducted in English with Spanish interpretation and recorded in both languages, with some exceptions for breakout sessions or sharing of sensitive information. The recordings are then available via the CORE Investments YouTube channel, which expands the audience far beyond those who are able to attend the live events.

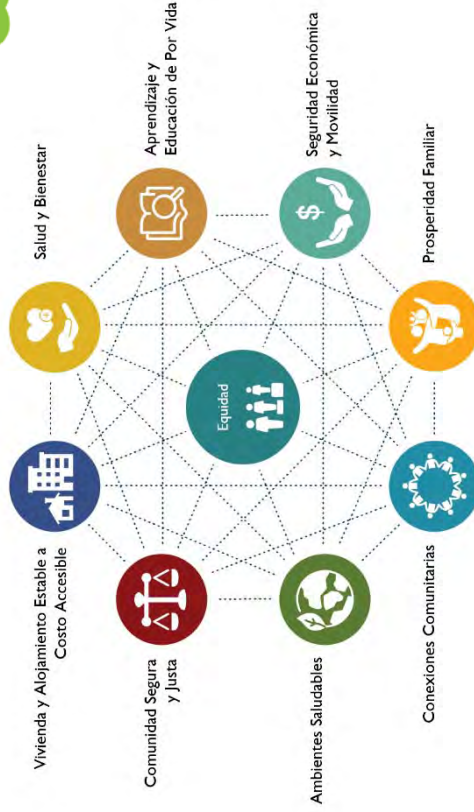
The CORE Institute: Expanding CORE's Reach

In addition to translating slide decks and handouts, all other communication—event invitations, registration forms, and follow-up communications—are translated. Presenters, too, appreciate having their English materials translated, which allows them to expand their own audiences.

Although most participants are English-speaking or bilingual, a small but growing number of CORE Institute event participants indicate they will participate in Spanish (either live or watching the recording later). This suggests that CORE Institute events are both relevant and accessible to a wider audience, as intended.

The infrastructure to support bilingual CORE Institute events is considerable, in terms of time, resources, and advance planning and preparation. In addition to the translations themselves, presenters and co-hosts are asked to prepare and provide their materials ahead of time.

The extra effort and investment—reflected in CORE's current budget—is one way the CORE Institute can embody



the CORE Investments vision, mission, and values. It also provides an example and a pool of interpreters and translators for other entities considering how they can expand their own reach and engagement.

The CORE consultants intend to continue working with partners to ensure that CORE Institute events are not only available in English and Spanish on a variety of capacity-building topics, but are culturally relevant and accessible to participants with low vision or hearing, limited access to or comfort with using technology and the internet, and those who identify more as community members than professionals working within agencies and systems.

The CORE Institute: Online Survey on COVID-19 Impact



Eighty-five percent of the survey respondents had participated in at least one of the CORE Coffee Chats or Conversations held between March – July, and of those, **nearly one-quarter had participated in four or more sessions.**

Respondents expressed appreciation for the **timely, relevant, and practical content** offered, as well as the opportunity to **address more difficult social issues**, such as race and equity. (This also surfaced as a topic that many participants would like to pursue in more depth.) One survey respondent described the CORE Coffee Chats and Conversations as **“community of learning [in a] non-judgmental, supportive atmosphere.”**

Participants acknowledged and expressed appreciation of the **expertise of guest speakers** and getting to hear “from experts and/or people very knowledgeable in the applicable topic being discussed regarding what is being done, what can be done, good tips/practices, etc.”



While it was clear that participants appreciated learning new skills or hearing about different perspectives, the most useful aspect of these gatherings, by far, was the **opportunity to connect** with others, **learn** what other agencies are doing, and **stay informed about countywide responses to COVID-19.** In fact, maintaining connections with others, formally or informally, seems to have taken on added significance, possibly because people are no longer able to gather in person.

The CORE Institute: What's Next?



Since the survey was deployed in July 2020, additional CORE Institute events have been offered, with more topics and formats planned for the remainder of the fiscal year.

Participants are interested in **deeper explorations of racial equity, diversity, and inclusion**, especially ones that lead to more concrete action and organizational change. Other suggested topics include funding and budgeting during a crisis, communication and outreach strategies, ongoing COVID-19 updates and adaptations, nurturing youth leadership, education issues, enhancing virtual services and virtual facilitation, and data and evaluation practices.

These topics echo training and TA needs identified by HSD in CORE contractors' annual progress reports.

To help build on the CORE Institute offerings to date and determine how to make the CORE Institute sustainable in the future, the **David and Lucile Packard Foundation supported a business planning study**. The

Foundation's interest and ongoing investment in CORE's activities, particularly the CORE Institute, is an encouraging sign of CORE's potential as a sustainable, public-private partnership.

With input from other partners, the CORE consultants selected Maldonado & Associates (M&A) Consulting, a Santa Cruz-based bilingual, multicultural consulting firm, to conduct the study. Following a series of key informant interviews this fall, the M&A team will identify options for a business model to grow and sustain the CORE Institute to its full potential, with a report and findings planned for early 2021.

More recently, the Packard Foundation invited HSD to submit a second grant application for **funds available to intermediary organizations providing training and technical assistance**. One of the Packard Foundation Program Officers had attended a CORE Conversation in 2018 and remained aware of the evolution of CORE as a funding model and movement. The Program Officer remarked that the quality and continuity of the CORE Institute events were impressive and encouraged HSD to apply for resources to support the CORE Institute and other CORE activities in progress.

The grant proposal is still pending approval as of the time of this report, but if awarded, it means that **CORE Investments will be funded nearly equally by public and private dollars**.

Learn More & Join the CORE Movement

“ CORE has provided a foundation from which HIP could think about our organization’s role in achieving overarching community goals. Rather than spending a lot of time and resources going through a lengthy process of identifying goals and metrics for what a healthy community would look like, **HIP utilized the CORE framework to focus on what we do best and align our efforts with a shared vision of health and well-being for the future.** The CORE Framework offers an opportunity for alignment between the hospital funders investing community benefit locally. [It] provides a North Star for a future where jurisdictions and funders large and small work together in their investment strategy.

— *Elisa Orona, Health Improvement Partnership (HIP) of Santa Cruz County*

Learn More & Stay Connected



By the end of FY 2020-21, the CORE team will launch a bilingual CORE website, providing a more accessible and user-friendly mechanism to find relevant CORE documents and resources.

In the meantime, CORE reports, CORE Institute videos, and equity and collective impact resources can be found through these channels:



CORE background materials and drafts of working documents

<https://goo.gl/hyaYbR>



Recordings of CORE Coffee Chats, CORE Conversations, and other CORE Institute events

<https://bit.ly/COREInvestYouTube>



CORE Institute events, community announcements, and links to other relevant resources

<https://www.facebook.com/COREInvestSCC/>



padlet

Compilation of resources on Inclusion, Diversity, Equity, and Antiracism (IDEA)

https://padlet.com/nicole103/CORE_IDEA

Appendix: CORE Institute Events

“ I really appreciate the expertise of the presenters and coordination of CORE Coffee Chats. I would like to see them continue.

— Diane Munoz, Childhood Advisory Council, Santa Cruz County Office of Education

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
Racial Equity Dialogue (1/17/20) and Retreat (1/31/20)	Nicole Young and Nicole Lezin (CORE Consultants) Hannah Garcia, Arts Council Santa Cruz County and Racial Equity Consultant Mireya Gomez-Contreras, Cultural and Language Interpreter Susan Murray, Consultant	Training + Conversation
Outcomes Workshop for Community Foundation of Santa Cruz Grantees (2/24/20 and 2/28/20)	Nicole Young and Nicole Lezin (CORE Consultants)	Training
Getting to Know Zoom (3/24/20) Hosting Awesome Zoom Meetings (4/1/20) Tools for Virtual Facilitation (5/5/20) Office Hours: Virtual Facilitation (8/4/20)	Nicole Young and Nicole Lezin (CORE Consultants)	Chat
How Local Funders are Responding Rapidly and Collectively to COVID-19 (4/2/20)	Keisha Browder , United Way Kevin Heuer, Community Foundation Santa Cruz County	Chat

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
COVID-19's Impact on the Education and Arts Sectors (4/10/20)	Faris Sabbah , County Superintendent of Schools Jim Brown , Arts Council Santa Cruz County	Chat
Overview and Guidance on CARES Act Loans (4/14/20)	David Doolin, Petrinovich, Pugh & Co. Janine Trame, Accountant Keisha Browder , United Way of Santa Cruz County Jarrod Gibbons, Monarch Services	Chat
Follow-up Q&A on Payroll Protection Program (PPP) and Economic Injury Disaster Loan (4/21/20)	Janine Trame, Accountant Jarrod Gibbons, Monarch Services	Chat
Tips for Nonprofits on Maximizing PPP Loan Forgiveness (5/12/20)	David Doolin, Petrinovich, Pugh & Co.	Chat
PPP Loan Forgiveness for Businesses (5/27/20)	David Doolin, Petrinovich, Pugh & Co. Co-sponsored by City of Capitola	Chat

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
Supporting Undocumented Individuals & Families During & After the COVID-19 Pandemic (4/28/20)	Maria Cadenas , Santa Cruz Community Ventures Maria Elena De La Garza , Community Action Board (CAB) Paulina Moreno, Thriving Immigrants Initiative, CAB	Chat
CORE Conversation on Race Equity & COVID-19 (5/19/20)	Hannah Garcia, Arts Council Santa Cruz County Mireya Gomez-Contreras, Cultural and Language Interpreter Ruby Vasquez, PVUSD; Campesinos Appreciation Caravan Yesenia Molina, Digital NEST; Campesinos Appreciation Caravan Gabriel Medina, Digital NEST Allison Guevara, Live Oak Cradle to Career	Conversation

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
Self-care During COVID-19: Staying Connected & Promoting Resilience (5/26/20)	Holly Hughes, Behavioral Health Consult	Chat
A Guided Tour of DataShare Santa Cruz County (6/2/20)	Sarah Adler, Health Improvement Partnership	Chat
The Path to Reopening Child Care and Schools Safely and Equitably (6/9/20)	Faris Sabbah , County Superintendent of Schools Diane Munoz, Childhood Advisory Council, COE David Brody , First 5 Santa Cruz County	Chat
CORE Conversation on Racial Equity in Crisis Planning and Decision-making (6/16/20)	Hannah Garcia, Arts Council Santa Cruz County and Racial Equity Consultant	Conversation
Environmental Movements and Race: Confronting the Challenges of Today as We Create a Just, Sustainable Future (6/23/20)	Ileana Ortega, Watsonville Wetlands Watch Katherine O'Dea, Save Our Shores Rachel Kippen, O'Neill Sea Odyssey Greg Pepping , Coastal Watershed Council Nancy Faulstich and Natalie Olivas, Regeneración	Chat

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
Creative, Collective Responses to Supporting Older Adults During COVID-19 (6/30/20)	Clay Kempf , Seniors Council Vanessa Silverstein, Hospice of Santa Cruz County Katie Nuñez, City of Watsonville Karina Aragon, Human Services Department	Chat
Community Resilience Model® Overview (7/7/20)	Inbal Yassar, Encompass Community Services	Chat
Building the Foundation for Early School Success Before, During & After COVID-19 (7/14/20)	David Brody , First 5 Santa Cruz County Dr. Michelle Rodriguez, Pájaro Valley Unified School District Co-hosted with First 5 Santa Cruz County as part of National Grade Level Reading Week	Chat
An Introduction to Health in All Policies (HiAP) (7/21/20)	Mimi Hall , Health Services Agency Elisa Orona , Health Improvement Partnership Martine Watkins, Santa Cruz City Council Tiffany Wise-West, City of Santa Cruz Shebreh Kalantari-Johnson, consultant to City of Santa Cruz	Chat

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
What Does It Mean to be Antiracist in Santa Cruz County? (8/4/20)	Nicole Young and Nicole Lezin (CORE Consultants) and Community Co-Facilitators	Conversation
Mapping Our Roles in a Social Change Ecosystem (8/18/20)	Nicole Young and Nicole Lezin (CORE Consultants)	Chat
Community Resilience Model Practice (9/8/20)	Inbal Yassar, Encompass Community Services	Training
Digital Equity and Digital Learning Resources (9/15/20)	Dr. Faris Sabbah , County Superintendent of Schools Jason Borgen, Debi Bodenheimer, and Stephanie Sumarna, County Office of Education	Chat

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
Housing & COVID: Addressing the Needs of People Experiencing Homelessness (9/22/20)	Leslie Goodfriend , Human Services Department Joey Crottogini, Homeless Persons Health Project, Health Services Agency Monica Lippi, Human Services Department Tom Stagg, Housing Matters	Chat
Centering Children and Families at the Heart of Recovery: Advocacy Workshop (9/30/20) Virtual Town Hall (10/12/20)	Co-hosted by CORE Investments and the Central Coast Early Childhood Advocacy Network	Training and Event
A Tour of the CORE Results Menu on DataShare (10/20/20)	Nicole Young and Nicole Lezin (CORE Consultants)	Chat
Addressing Family Violence While Sheltering in Place (10/27/20)	Kalyne Foster Renda, Monarch Services Ana Velazquez, Marjorie Coffey, and Ashley Ponce, Walnut Avenue Family and Women's Center	Chat

Appendix: CORE Institute Events January – November 2020



Topic	Speakers (CORE Steering Committee Members and/or Organizations in Bold)	Type
The Pair of ACEs in Practice (11/12/20)	Wendy Ellis and Harrison Newton, Center for Community Resilience Co-hosted by CORE Investments and First 5 Santa Cruz County as part of the Santa Cruz County ACEs Network/ACEs Aware	Training
Santa Cruz County Homeless Response System: 3-Year Strategic Framework & Action Plan (11/17/20)	Rayne Pérez , County Administrative Office Leslie Goodfriend , Human Services Department Focus Strategies	Chat



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

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

Subject: Report to Board on new and amended agreements for COVID and Fire Emergency Responses

Meeting Date: November 17, 2020

Recommended Action(s):

1. Approve amended agreements for COVID-19 related food services with University of California Santa Cruz, in the amended amount of \$2,500,000, with Yesy's, in the amended amount of \$1,620,000, and with Second Harvest Food Bank, in the amended amount of \$2,487,000, and authorize the Director of Human Services to sign amendments; and;
2. Ratify an emergency agreement with Coordinated Food Services, in the amount of \$400,000 for CZU Lightning Complex Fire meal services; and
3. Approve new agreements for CZU Lightning Complex Fire related emergency services with University of California Santa Cruz, in the total amended amount of \$150,000 for meal services, with Yesy's, in the total amount of \$860,000 for meal services, and with Bewley's Cleaning Inc., in the amount of \$206,000 for janitorial services, and authorize the Director of Human Services to sign agreements.

Executive Summary

The need for emergency services as a result of the COVID-19 pandemic and the CZU Lightning Complex Fire (CZU Fire) has necessitated daily food service and other necessary services to assist residents impacted by the pandemic and fires. The Human Services Department (HSD) is requesting the Board's approval and ratification of new and amended agreements with various vendors to provide food and janitorial services to support shelter operations, and to ensure food and nutrition for those impacted by the pandemic and the fire.

Background

On April 28, 2020, in response to the imminent threat to public health resulting from COVID-19, and based on emergency declarations issued by the County's Health Officer, the Board adopted a resolution to temporarily delegate its authority to the County Purchasing Agent to approve new contracts for services up to \$1,000,000 and to approve scope of work amendments for existing contracts below the \$1,000,000 limit. The authority granted to the Purchasing Agent allows County departments to respond to the COVID-19 emergency by expeditiously implementing contract changes or new agreements in response to the emergency.

On August 16, 2020, the CZU Fire started, resulting in the destruction of approximately 1,565 structures including 911 residences in Santa Cruz County. 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 fire resulted in the evacuations of thousands of people from the North County, Bonny Doon, and San Lorenzo Valley areas, and the mobilization of emergency shelter services throughout other, non-threatened areas of the County. With the containment of the CZU Fire, most evacuees have returned to their homes. However, many will not be able to return to their properties for a substantial period of time.

In response to the COVID-19 public health emergency and the CZU Fire emergency, HSD operates shelters to provide safe environments for those living unhoused and impacted by COVID-19 and those displaced by the fire. The County relies on contracted food and meal services, as well as other necessary services (e.g., janitorial and security) at the shelters on an ongoing basis in order to maintain the health and safety of the facility for the shelter population and staff.

Analysis

Due to the COVID-19 public health emergency and the devastation caused by the CZU Fire, the County established shelters at various locations in the County that require food, cleaning, and security services. The County's emergency services operational centers also required food service support to maintain ongoing emergency response capacity. A list of the new and amended agreements that are the subject of this memo is included as Attachment A.

Two agreements, with University of California Santa Cruz (UC Santa Cruz) and Yesy's, for meal services at the County's COVID-19 shelters were initiated through the General Services Department Purchasing Officer under the authority delegated by the Board. Since the cost for the meal delivery services is projected to exceed the \$1,000,000 limit established by the Board for each of these agreements, HSD requests the Board's approval of amended food service agreements in the amount of \$2,500,000 for UC Santa Cruz, and \$1,620,000 for Yesy's. In addition to these shelter related services, HSD proposes an amended agreement with Second Harvest Food Bank, in the total dollar amount of \$2,487,000 to ensure adequate food and nutrition through local food banks for those impacted by the COVID-19 pandemic.

HSD has also negotiated agreements with various vendors to ensure meal services to fire evacuee shelters located throughout the County. Due to the rapid development of the CZU Fire, emergency evacuation shelters were established literally overnight, and it was necessary to quickly establish food service to each of the shelters. Consequently the food service contract in the amount of \$400,000 with Coordinated Food Services, which utilizes local food providers, was put into operation immediately. For this reason, HSD requests the Board's ratification of this agreement.

Attachment A also lists three additional new agreements to provide fire related emergency services, two for additional meal services and one for janitorial services for designated fire shelters. These include the UC Santa Cruz Contract for meal services, in the amount of \$150,000, and the Yesy's Contract for meal services, in the amount of \$860,000. The agreement with Bewley's Cleaning Inc. for janitorial services, in the amount of \$206,000, is for the provision of required frequent cleaning and sanitization of surface areas to prevent the spread of COVID-19. Board approval of these fire related

services is required since the delegation of authority for the Purchasing Agent to enter into new agreements in amounts under \$1,000,000 only applies to COVID-19 related agreements.

Financial Impact

The Federal Emergency Management Agency (FEMA) and California Office of Emergency Services (CalOES), will fund the new and amended service agreements noted in Attachment A – New and Amended Agreements List. Approval of the new agreements does not result in an additional General Fund contribution.

Strategic Plan Element(s)

1.B (Comprehensive Health & Safety: Community Support) - Establishing the new agreements and amending the existing nonprofit services contracts allows HSD to accommodate various response activities in the County's broader effort to respond to the COVID-19 and the CZU August Lightning Complex fire emergencies.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Amended and New Agreements - Attachment A
- b Contract 21W4083 Cultivated Culinary
- c ADM-29 21W4083 Coordinated Culinary
- d Contract 21W4084 Yesy's Shelter Food
- e ADM-29 21W4084 Yesys
- f Contract 21W4085 UCSC Food Fire
- g ADM-29 21W4085 UCSC
- h Contract 21W4086 Bewleys Fire
- i ADM-29 21W4086 Bewleys Cleaning Inc
- j Amendment 20W4068 Second Harvest Food Bank
- k ADM-29 20W4068 A06 Second Harvest
- l Amendment 20W4070 UCSC COVID Food
- m ADM-29 20W4070 UCSC
- n Amendment 20W4078 Yesy's COVID Food
- o ADM-29 20W4078 Yesys



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

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

Subject: Approve Human Services Department Personnel Actions

Meeting Date: November 17, 2020

Recommended Action(s):

1. Approve the addition of a 1.0 limited term full-time equivalent (FTE) Departmental Administrative Analyst into HSD Index 392100 and authorize the Personnel Department to classify the position;
2. Approve the addition of 1.0 FTE Administrative Aide into HSD Budget Unit Index 391200 and authorize the Personnel Department to classify the position;
3. Approve the addition of a 1.0 FTE Account II/III into HSD Budget Unit Index 392100 and authorize the Personnel Department to classify the position; and
4. Approve the deletion of 2.0 FTE vacant Benefit Representative positions in HSD Budget Unit 392100.

Executive Summary

The Human Services Department (HSD) is currently undertaking several initiatives that require additional staffing resources, including the adoption of the new statewide public assistance welfare eligibility data system and the implementation of a new Housing for Health division. This memo requests the Board's approval of three additional staff positions coupled with the deletion of two vacant positions to support HSD's successful execution of these initiatives.

Background

As the Board is aware, the State is in the process of converting from three welfare eligibility data systems to one new system, the California Statewide Automated Welfare System (CalSAWS). In order to remain eligible for federal financial participation for assistance programs, the State and all counties will change over to the new system by the end of 2023 to manage eligibility of major public benefit programs. Locally, the County is on track to convert over from the existing system, CalWIN (California Work Opportunity and Responsibility to Kids Information Network), by June 2023.

On May 19, 2020, the Board approved recommendations for a new administrative structure and system improvement action plan to support and improve the local response to the homelessness crisis system. The recommendations included the establishment of the new Housing for Health Division in HSD and the transition of operations and staffing from the County Administrative Office's Homeless Services Coordination Office to the new Housing for Health Division in HSD, effective November

2020. It is anticipated that the operations of the Housing for Health Division in HSD will result in the need for increased fiscal, procurement, contracting and reporting support from HSD.

Analysis

In order to ensure the timely transition from the existing CalWIN automated eligibility system to the new statewide CalSAWS system, additional staff support will be needed. The proposed 1.0 FTE limited term Departmental Administrative Analyst will directly support the transition from CalWIN, which acts as the automated case management system for eligibility programs such as Medi-Cal, CalWORKs, CalFresh, and General Assistance, to the new statewide CalSAWS. Specifically, the new position, that will expire as of September 2023, will prepare and plan for the conversion, assess impacts to existing County business processes, and support communications between the State implementation process and the County. When the transition is initiated, the new position will coordinate manual cleansing of data and other conversion activities. Funding for this position is available through the State allocation for CalSAWS conversion and is included the FY 2020-21 HSD budget at no additional General Fund contribution.

The requested 1.0 FTE Administrative Aide will support Housing for Health operational and program activities, including supporting contract documentation processing, invoicing, data collection and quality assurance for the Homeless Management Information System (HMIS), and communicating with stakeholders. The Administrative Aide position is essential in supporting these operational and programmatic activities due to not only the volume and complexity of the work, such as contracts and purchase orders, but also due to these activities having regulatory defined timelines.

The proposed 1.0 FTE Accountant II/III position will ensure adequate staffing in HSD Fiscal to support three key initiatives in development through FY 2022-23: 1) the conversion from CalWIN to CalSAWS, and the necessary conversion of ancillary systems that will interface with CalSAWS; 2) additional management of HSD Fiscal's budget module, OneBench, related to grants, housing allocations and COVID-19 funding; and 3) Medi-Cal Administrative Activity (MAA) accounting related to Housing for Health, and increased grant and contract volume.

The cost of the requested Administrative Aide and the Accountant II/III will be offset by the deletion of 2.0 FTE Benefit Representative vacant positions and will result in no additional net County cost. HSD is able to delete these positions at this time, as the significant increases in CalWORKs cases that were projected by the State during the Spring of 2020 have not materialized.

Financial Impact

Funding for the actions include in this memo is included in the FY 2020-21 HSD budget, and approval of these actions results in no additional General Fund contribution.

Strategic Plan Element(s)

1.B (Comprehensive Health & Safety: Community Support) - The new CalSAWS will be an essential tool used to standardize eligibility determination and caseload management

for major public benefits programs and HSD's adoption of the single statewide system is critical for continued and efficient provision of basic supports to eligible County residents.

2.D (Attainable Housing: Homelessness) - Housing for Health will result in expanded services to reduce homelessness and increase housing stability.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer



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

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

Subject: Approve Amendment to Regional Agreement and Accept
Unanticipated Revenue for Slingshot 2.0

Meeting Date: November 17, 2020

Recommended Action(s):

- 1) Approve the attached amendment to the Regional Agreement between the Counties of Santa Cruz, Monterey, and San Luis Obispo Workforce Development Boards, providing Santa Cruz County an additional \$26,450, for the implementation of Slingshot 2.0 grant services, and authorize the Chair of the Board of Supervisors and the Human Services Department Director to execute the agreement; and
- 2) Adopt the resolution accepting and appropriating unanticipated revenue in the amount of \$26,450 from the Slingshot 2.0 grant for Workforce Development Board staff to attend regional convenings and for the Workforce Development Board to provide human resources support services to regional businesses, as recommended by the Director of Human Services.

Executive Summary

The amendment to the 2020-22 Regional Agreement between Santa Cruz County, Monterey County, and San Luis Obispo County Workforce Development Boards reassigns \$85,000 in Slingshot 2.0 funds to support human resources support services to regional businesses. \$21,250 of this amount is being distributed to the Santa Cruz County Workforce Development Board. Additionally, \$5,200 of Slingshot 2.0 funds that the Board approved for Fiscal Year (FY) 2019-20 and was not expended in FY 2019-20 or rebudgeted for FY 2020-21, is part of the total \$26,450 that is being brought to the Board today for approval. The agreement contains unanticipated revenue in the amount of \$26,450.

Background

On February 25, 2020, the Board took actions to approve a regional agreement with the Coastal Regional Planning Unit (RPU) including, as the lead, Monterey County and, additionally, the Workforce Development Boards of San Luis Obispo and Santa Cruz Counties, for the implementation of grant services, including Slingshot 2.0 and the Prison to Employment grant. Although Santa Barbara County is part of the four Workforce Development Board Coastal RPU, it has a separate agreement with Monterey County.

The Regional Agreement articulates the agreements between the three counties, including operational and fiscal provisions for the Slingshot 2.0 grant to fund a Regional Organizer and for the Prison to Employment grant to fund workforce services for 13

justice-involved individuals. The Regional Agreement between Monterey, Santa Cruz and San Luis Obispo counties' WDBs is effective from January 28, 2020 through June 30, 2022.

Additionally, during the Board's original action on February 25, 2020, \$5,200 of Slingshot 2.0 grant funds was accepted for FY 2019-20 to allow Workforce Development Board staff to attend regional convenings and to implement the regional business engagement strategy to build a stronger and more consistent system of working with businesses across the counties.

Analysis

The Coastal RPU Workforce Development Boards are amending the Regional Agreement by shifting \$85,000, originally budgeted for Monterey County, of Slingshot 2.0 funding to allow each Coastal RPU workforce board, for an eight-month period, to provide human resources support to small businesses re-opening during the Covid-19 pandemic. Each of the four workforce boards will receive \$21,250 for this purpose.

In addition, during the FY 2020-21 budget process, the Human Services Department (HSD) did not rebudget \$5,200 for Slingshot 2.0 which was accepted during the Board's original action on February 25, 2020 for FY 2019-20. HSD needs to again accept these funds as unanticipated revenue in order to implement the services.

Funds for these Slingshot 2.0 services, in the amount of \$26,450, are being brought to the Board today through a resolution to be accepted and appropriated as unanticipated revenue.

Financial Impact

The Coastal Regional Planning Unit Revenue Agreement with Monterey County and San Luis Obispo County Workforce Development Boards includes Slingshot 2.0 initiative funds of \$26,450 and will result in no general fund contribution from the County.

- Coastal RPU 21R0277 – GL Key: 391600 – 41157

Strategic Plan Element(s)

5.A (Dynamic Economy: Regional Workforce) - The Slingshot 2.0 initiative funds will provide human resources support to small businesses.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Amendment to 21R0277 Central Coast RPU Regional Agreement
- b ADM-29 21R0277 Monterey Workforce

- c Resolution AUD60 - Central Coast RPU regional agreement 2020
- d Monterey SCC and SLO Counties WDB Agreement (fully executed Jan-28-2020)



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

From: Health Services Agency: Behavioral Health Division
(831) 454-4000

Subject: Appointment of Public Guardian

Meeting Date: December 8, 2020

Recommended Action:

Authorize the appointment of Alicia Morales as the new Public Guardian for the County of Santa Cruz, effective on the date of retirement for the current Public Guardian, Vanessa Bertsche, December 28, 2020.

Executive Summary

The Public Guardian's Office for the County of Santa Cruz is organized within the Health Services Agency (HSA) under the Behavioral Health Division. The Public Guardian is appointed by the Board of Supervisors as specified by Welfare and Institutions Code, and the services may be provided through a county department. HSA has been working with the Human Services Department (HSD) to explore the possibility of transitioning the Public Guardian's Office to HSD in the next fiscal year. But with the upcoming retirement of Ms. Bertsche, HSA is recommending, with the agreement of HSD, that HSD Aging and Long Term Care Division Director Ms. Morales, who has extensive experience serving in this role for Alameda County, be appointed the Public Guardian. Services of the Public Guardian's Office will continue to be provided within the HSA organizational structure for the balance of the fiscal year, under the delegated authority and oversight of Ms. Morales. Approval of this recommended action will allow both departments sufficient time to finalize transition planning and present those recommendations to the Board as part of the Fiscal Year 2021-22 Budget.

Background

The County requires a Public Guardian appointed by the County Board of Supervisors in order to have a public conservatorship program in Santa Cruz County and Deputy Public Guardians with the authority to act on behalf of the Public Conservatorship Program. The Public Guardian program provides a vital service to persons unable to properly care for themselves or are unable to manage their own finances. The Public Guardianship program was established under the Lanterman-Petris-Short (LPS) Act, California Welfare & Institutions Code, section 5000 et seq., to address the needs of individuals who are gravely disabled and require the assistance of a third party, the public conservator, when no other qualified individual, such as a family member, is available to provide this assistance.

Individuals are determined to be gravely disabled if they are a danger to themselves or others due to an inability to provide self-care. The LPS Conservatorship program is a

legal mechanism for the courts to appoint a public guardian to make decisions on behalf of the conservatee, such as consenting to medications, financial decisions, and living arrangements. Referrals for conservatorship are made to the Public Guardian, who performs a comprehensive investigation to determine whether the individual meets the legal criteria for a conservatorship. Conservatorships can be short term, or longer term (up to one year) and are reviewed and approved by the Probate Court before being finalized. LPS Conservatorships are most often based on an individual having a severe mental illness.

The Public Guardian also provides conservatorship of persons and estates for individuals who have severe cognitive impairments, for example a cognitive impairment due to dementia, Alzheimer's or a traumatic brain injury, that result in the individual meeting the criteria for grave disability, and the Probate Court appointing the Public Guardian as conservator of the person, their estate or both. Most often, a Probate Conservatorship will be approved for the lifetime of the individual.

Analysis

With the retirement of the current Public Guardian, Vanessa Bertsche, the Board of Supervisors will need to appoint a new Public Guardian. Ms. Morales has extensive experience in Alameda County as the appointed Public Guardian and Public Administrator, which makes her a uniquely qualified candidate to oversee the administrative operations of the Public Guardian Program in Santa Cruz County.

HSA has been working with HSD to explore alternative models for the Public Guardian Program. In addition to the Public Guardian, the Santa Cruz Public Guardian program consists of a staff of one (1) Supervising Deputy Public Guardian, five (5) Deputy Public Guardians, and one (1) Administrative Aide. For the majority of Counties in California, the Public Guardian program is embedded within HSD. Both departments have been exploring the transition of the program to HSD as an option for the next fiscal year, however with the resignation of the current public guardian, there is now a need to appoint a new public guardian for the program by the end of December.

The departments have already identified efficiencies that would result from this move, including:

- 1) A smoother and more rapid assessment process for probate referrals, which is in line with the goal to build probate capacity within the public guardian program;
- 2) Addressing the conflict of interest that is inherent in having the LPS program embedded in Behavioral Health as the LPS conservatees are also being served by Behavioral Health; and finally,
- 3) Seizing the opportunity to develop alternative community-based options to conservatorship as an early intervention model to support individuals not yet meeting the criteria for a conservatorship, but still require advocacy to ensure their needs are met in the community.

Having the Public Guardian's Office embedded in HSD is aligned with HSD's state association proposal being considered by the State this month, and the proposed

appointment will help support reducing the overall cost of managing the program, as the County will not incur the expense of a new Public Guardian, but have the appointment be incorporated within an existing HSD Aging Director responsibilities and utilize a lower cost supervisor position in the program to manage the day to day operations of the program. HSA and HSD continue to plan for a move of the Public Guardian Office to HSD. Approval of this recommended action will allow both departments sufficient time to finalize transition planning and present those recommendations to the Board as part of the Fiscal Year 2021-22 Budget.

Financial Impact

These positions are included in the HSA's Fiscal Year 2020-21 approved budget and will remain funded through HSA until the funding and the positions are transferred to HSD for FY 2021-22.

Strategic Plan Element

This appointment of the new Public Guardian will allow for a smooth transition of the position and maintain uninterrupted, direct oversight of the operation of the County Public Guardian's Office.

Submitted by:

Mimi Hall, Director of Health Services Agency, Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Resume for Alicia Morales

ALICIA MORALES

Castro Valley, CA 94552
Morales.aliciad@yahoo.com

SUMMARY

Focused and committed Social Services professional proudly offering over 20 years of leadership and experience working in programs providing social and protective services to the most vulnerable county residents. Extensive experience in program administration and collaboration with internal and external partners. Recognized for establishing and maintaining effective relationships with stakeholders from the community and local and state agencies.

SKILLS

- Strong leadership
- Collaborative nature
- Strategic thinker
- Effective communicator
- Extensive experience with crisis intervention and problem solving
- Relationship and consensus building
- Culturally competent and sensitive to racial tensions
- Skilled facilitator
- Innovative
- Sound judgement

EXPERIENCE

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

Oakland, CA

Social Services Division Director

09/2013 to Current

Third level manager with administrative and programmatic oversight for the Division of Aging and Adult Protection, which includes Area Agency on Aging (AAA), Adult Protective Services (APS), Public-Guardian-Conservator (PG-C), Public Administrator (PA), Senior Information and Assistance and County Veterans Services Office (CVSO). I plan, direct, and evaluate operations that provide a continuum of safety net services for vulnerable adults. I provide leadership; vision and guidance; advocate for resources, oversee budget priorities, regulatory compliance and the development of policies and procedures; present at the Board of Supervisors with program updates; collaborate with internal and external partners to improve program effectiveness and delivery. I oversee the development and implementation of the Countywide Area Plan for Older Adults. Serve as Labor Liaison between County Human Resources and Social Services Agency.

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

Oakland, CA

Social Services Program Manager

06/2012 to 09/2013

Second level manager responsible to plan, coordinate and direct the operations of Adult Protective Services (APS), and Public Guardian-Conservator programs (PG-C). Ensure conformance with regulatory and statutory compliance for probate and mental health conservatorships and APS investigations. Evaluate program effectiveness and make recommendations for policy and procedural updates. Address community groups and collaborate with partners inside and outside of the county. Negotiate and monitor annual contracts between APS, PG-C and community based organizations that provide legal and case management services. Work with SEIU Labor partners on programmatic changes impacting working conditions. Address high Level community complaints received by the Board and Agency Director.

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

Oakland, CA

Probate Supervisor

05/2008 to 06/2012

Supervise, review and evaluate the work of Assistant Public Guardian Conservators and support staff assigned to the probate unit of the Public Guardian's Office.

ALAMEDA COUNTY SUPERIOR COURT

Oakland, CA

Probate Court Investigator

04/2007 to 04/2008

Conduct probate conservatorship and guardianship investigations and make recommendations to the court based upon findings.

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

Oakland, CA

Assistant Public Guardian Conservator

04/2003 to 04/2007

Conduct thorough investigations into the life situations of proposed conservatees to determine the appropriate

probate conservatorship. Responsible for a caseload of court appointed conservatees making decisions on estate management, care and placement, and providing medical consents, including end of life decisions.

LOS ANGELES COUNTY

Los Angeles, CA

APS Worker

08/1999 to 02/2002

Conduct investigations of abuse and neglect allegations against elders and dependent adults and maintain highly complex crisis Intervention caseload as lead worker.

EDUCATION AND TRAINING

MASTER OF ARTS: PSYCHOLOGY

07/2000

Pepperdine University, Malibu, CA

BACHELOR OF ARTS: PSYCHOLOGY

12/1987

University Of California - San Diego, La Jolla, CA

LEADERSHIP

California Association of Public Administrators, Public Guardians, Public Conservators, (CAPAPGPC), Executive Board member (2013 - present)

Alameda County Council for Age Friendly Communities, member (2019 - present)

Alameda County Independent Living Association, steering committee member (2017 - present)

California Association of Public Administrators, Public Guardians, Public Conservators, (CAPAPGPC), President (2018 - 2019)

Protective Services Operations Committee (PSOC), County Welfare Director's Association (CWDA), chair and co-chair (2013 -2015)



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

From: Human Services Department: Employment and Benefit Services
Division

(831) 454-4130

Subject: Approve COVID-19 Limited-term Staffing for Emergency Shelter
Efforts

Meeting Date: December 8, 2020

Recommended Action(s):

Approve the addition of 45.0 full-time equivalent limited-term positions to the Human Services Department (HSD) budget under COVID Unit Index 391300 to staff COVID-19 emergency shelter response efforts through June 30, 2021 to include: 16.0 Clerk IIs, 1.0 Mental Health Client Specialist, 12.0 Clerical Supervisor Is, 9.0 Clerical Supervisor IIs, 5.0 Program Coordinators, and 2.0 Administrative Aides; and direct HSD to refer the positions to the Personnel Department for classification, recruitment, and hiring.

Executive Summary

The Human Services Department (HSD) seeks Board of Supervisors (Board) approval to add 45.0 full-time equivalent (FTE) limited-term positions to maintain the emergency shelter response to the Coronavirus 2019 (COVID-19) pandemic. These positions will provide continuity to the response for the pandemic including decreasing the risk for COVID-19 transmission among people experiencing homelessness.

Background

As of November 2020, HSD has hired a total of 413 extra-help employees. These employees have been trained in supporting shelter operations and have received other related training such as:

- Navigating Psychosocial Impacts of COVID-19
- Homelessness and the impacts of COVID-19
- Stress Management and Self-Care Webinar
- Virtual Mental Health First Aid
- De-Escalation Techniques/Conflict Resolution Online Training

Since the start of the local COVID-19 response, HSD's extra-help staff have logged approximately 114,000 hours to support 1,350 people experiencing homelessness to shelter in place and/or isolate/quarantine safely. Additionally, these staff were critical in the activation and operations of the CZU Lightning Fire shelters. Based on the existing knowledge of pandemic response plans, HSD anticipates that we will need to maintain shelter operations and sustain this expanded workforce through December 31, 2021. Due to the limited annual hours allowed for the extra-help classification, HSD is requesting 45.0 limited-term classifications through June 30, 2021, which will be funded through the Federal Emergency Management Agency (FEMA), Coronavirus Relief Fund, and other COVID-19 shelter funding. The positions will support ongoing COVID-

19 shelter response efforts at 10 shelters throughout the County. Should funding for the ongoing emergency be made available beyond the term of these positions, HSD may use the budget process to extend the term of positions, as needed, into the next fiscal year.

Analysis

Acceptance of these limited-term positions is necessary to mitigate the effects of COVID-19 among people experiencing homelessness, many of whom are 65 and older or medically vulnerable. These positions are for key roles within the response system and require high level skills and training. HSD will utilize these limited-term positions to maintain consistency in shelter operations and services in both North and South County.

The 45.0 FTE limited-term positions requested include:

- 16.0 FTE Clerk II
- 1.0 FTE Mental Health Client Specialist
- 12.0 FTE Clerical Supervisor I
- 9.0 FTE Clerical Supervisor II
- 5.0 FTE Program Coordinator
- 2.0 FTE Administrative Aide

Approval of the limited-term positions will ensure that the County maintains the necessary capacity to support the County's shelter response through the duration of the COVID-19 pandemic. HSD is committed to working with the Personnel Department to ensure that County staff in budget-impacted positions are given opportunities to be placed in positions for which they meet the minimum requirements.

Financial Impact

Funding for these positions will be provided through FEMA, Coronavirus Relief Fund, and other available funding sources for the COVID-19 shelter response. There will be no County General Fund impact.

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
- 2.D Attainable Housing: Homelessness
- 6.C. Operational Excellence: County Infrastructure

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

cc:

Human Services Department



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

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

Subject: Authorize release of housing navigation services request for qualifications

Meeting Date: December 8, 2020

Recommended Action(s):

Authorize the Human Services Department to release a Request for Qualifications, No. 2020HSD06, for Housing Navigation services and direct the Human Services Department to return during February 2021, for award of the contract(s) to the vendor(s) selected through the Request for Qualifications process.

Executive Summary

To increase the number of transitional age youth who secure and maintain permanent housing and to support the safety and housing stability of Adult Protective Services (APS) clients by providing housing-related assistance using evidence-based practices for homeless assistance, diversion and prevention, the Human Services Department (HSD) Adult and Long Term Care (ALTC) and Family and Children's Services (FCS) divisions request authorization to release a request for qualifications (RFQ) for provision of housing navigation and case management services.

Background

In July 2019, Santa Cruz County Adult Protective Services (APS) began implementation of the Home Safe program with eligible participants. Home Safe provides evidence-based homelessness prevention services to APS clients. Home Safe interventions offered to eligible APS clients may include enhanced case management, financial assistance, and housing navigation.

In February 2020, the California State Department of Housing and Community Development (HCD) invited counties to apply for Transitional Housing Program (THP) and Housing Navigator (HN) funds to help young adults age 18 to 25 years secure and maintain housing, with priority given to young adults formerly in the foster care or probation systems. HSD applied for and was awarded \$26,400 in HN program and \$146,400 in round one THP funds. These funds are required to be spent by June 30, 2022. HSD is in the process of applying for an additional \$146,400 in the second round of THP funds, which if awarded will be required to be spent by the end of fiscal year 2022-2023 (FY22-23). These funds will be used to support countywide homeless response strategies.

Analysis

Housing navigation is a critical component of the both the Home Safe program and the Transitional Age Youth program. Navigation services will implement evidence-based

housing first and rapid re-housing practices with participating APS clients. These services shall include outreach to engage at-risk clients, housing navigation that recruits landlords willing to rent to participating clients; identification of appropriate housing opportunities for eligible clients; case management; advocacy; and housing assistance, including referrals for temporary rent subsidies and other financial assistance. Transitional Age Youth (TAY) housing navigation and housing focused case management services will support young adults age 18-25, with a priority on young adults in the foster care or probation systems to overcome barriers to attaining and maintaining housing.

HSD seeks to release the attached RFQ on December 8, 2020, and obtain proposals by January 5, 2021. HSD proposes to solicit proposals to provide evidence-based services that will provide: (1) APS participants unhoused at program entry will receive housing placements, and participants will be in permanent stable housing at program exit; (2) APS participants housed at program entry will receive new housing placements, and participants will be in permanent stable housing at program exit; (3) 27 Transitional Age Youth per year will receive housing navigation and housing focused case management services; and (4) 80% of youth served will be in permanent housing at program exit.

Respondents to the RFQ may elect to submit proposals for either Home Safe or Transitional Age Youth, or both. Successful respondents will demonstrate qualifications and experience in housing navigation, including landlord engagement and knowledge of Housing Authority programs; experience working with the target population(s); and experience working with persons experiencing homelessness in a social service setting. The ability to provide services in Spanish will be given additional consideration.

Dependent upon satisfactory contractor performance, and contingent upon available budget and Board of Supervisors approval, it is anticipated that the contract(s) will be:

1. Home Safe: for the initial term of March 1, 2021 through June 30, 2021, in the amount of \$12,500. Subsequently, a twelve (12) month contract may be awarded for \$50,000, with renewal up to two years.
2. Transitional Age Youth: for the initial term of March 1, 2021 through June 30, 2022, in the amount of \$172,800. Subsequently, a twelve (12) month contract may be awarded for \$146,400, with renewal up to two years.

Upon completion of the vendor selection process, HSD will return to your Board in February 2021 for award and approval of the contract(s).

Financial Impact

Funding for these services are sourced through the California State Department of Housing and Community Development (HCD) Transitional Housing Program (THP) and Housing Navigator (HN) funds, which are required to be spent by June 30, 2022. These funds are included in the approved FY 2020-21 HSD Budget. HSD is in the process of applying for an additional \$146,400 in the second round of THP funds, which if awarded will be required to be spent by the end of fiscal year 2022-2023 (FY22-23).

Authorization to release the RFPs will not result in additional General Fund contribution.

Strategic Plan Element(s)

2.D (Attainable Housing: Homelessness) - Recently awarded grant funds will be used to assist transitional age youth in the foster care and probation systems and dependent and older adults to attain and maintain permanent housing. The additional grant funds will increase HSD's ability to reduce homelessness and increase housing stability.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Request for Qualifications No. 2020HSD06 for Housing Navigation services

cc:

Human Services Department



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

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

Subject: Accept and File December 2020 Report on Approved Agreements and Amendments

Meeting Date: December 8, 2020

Recommended Action(s):

1. Accept and file report on amendments and new agreements approved by County Purchasing Agent, as authorized by the Board of Supervisors on April 28, 2020, and authorize the Human Services Director to sign;
2. Ratify amended agreement with Antonette Wood DBA Swingtime Events, in the amount of \$3,362,000, for the Great Plates Delivered program, and authorize the Human Services Director to sign;
3. Ratify amended agreement with Pasatiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar, in the amount of \$2,396,000, for the Great Plates Delivered program, and authorize the Human Services Director to sign;
4. Ratify amended agreement with Roaring Camp Inc., in the amount of \$1,241,000, for the Great Plates Delivered program, and authorize the Human Services Director to sign; and
5. Ratify amended agreement with Ayoma Wilen DBA Pearl of the Ocean Organic Restaurant, in the amount of \$1,171,000, for the Great Plates Delivered program, and authorize the Human Services Director to sign.

Executive Summary

The Human Services Department (HSD) is requesting the Board accept and file this December 2020 report on contract amendments and new agreements approved by the County's Purchasing Agent, as authorized by the Board on April 28, 2020, in response to the emergency declaration resulting from COVID-19, and requesting the Board ratify four contract amendments exceeding the Purchasing Agent's dollar amount limits for approval of agreements.

Background

On April 28, 2020, in response to the imminent threat to public health resulting from COVID-19, and based on emergency declarations issued by the County's Health Officer, the Board adopted a resolution to temporarily delegate its authority to the County Purchasing Agent to approve scope of work amendments for existing contracts

and to increase the Purchasing Agent's authority to approve new contracts for services up to \$1,000,000. The authority granted to the Purchasing Agent allows County departments to respond to the COVID-19 emergency by expeditiously implementing contract changes or new agreements in response to the emergency.

In coordination with the Purchasing Agent, HSD has entered into agreements to implement the Great Plates Delivered (GPD) program. GPD delivers prepared meals to eligible older adults unable to obtain meals on their own due to COVID-19, and who are not already receiving a similar service from another Federally funded program. GPD also functions as an economic stimulus for local restaurants who prepare and deliver the food to the eligible older adults. GPD launched in May 2020 with four local restaurants that served approximately 300 eligible participants throughout the County through June. Agreements were first established with the following food service providers: 1) Pastiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar; 2) Ayoma Wilen DBA Pearl of the Ocean Organic Restaurant; 3) Roaring Camp Inc.; and 4) Antonette Wood DBA Swingtime Events. Since federal funding continues to be extended and to date the program has served over 900 participants, these four agreements have been amended to continue. Two more recent agreements, with Sanra Ritten DBA Colectivo Felix LLC and Boomerang Foundation DBA Teen Kitchen Project, were added to the program.

Additionally, in response to the COVID-19 public health emergency, HSD operates shelters to provide safe environments for those living unhoused to shelter in place and provide isolation and quarantine for those impacted by COVID-19. The County relies on contracted janitorial, linen cleaning and security services at the shelters on an ongoing basis in order to maintain the health and safety of the facility for the shelter population and staff.

Analysis

The attached new and amended agreements list (Attachment A) includes the four existing GPD agreements, as well as two more recent GPD agreements with local food service providers totaling \$8,789,000 to support delivery services of three meals per day at a total daily rate of \$66 per client as established by FEMA and California Office of Emergency Services (CalOES).

Since the projected compensation for four of the GPD providers exceeds the General Services' temporary purchase limits, this memo requests the Board's ratification of the amended agreements with: 1) Pastiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar for \$2,396,000; 2) Ayoma Wilen DBA Pearl of the Ocean Organic Restaurant for \$1,171,000; 3) Roaring Camp Inc. for \$1,241,000; and 4) Antonette Wood DBA Swingtime Events for \$3,362,000, increasing services and compensation for fiscal year (FY) 2020-21.

In coordination with the General Services Purchasing Agent, HSD has also procured agreements for ongoing facility maintenance support for the County operated COVID-19 shelters, including janitorial, linen supply, and security services. The total amount of the five agreements is \$1,373,000.

The amended and new agreements represent various activities as part of the County's response to the COVID-19 emergency, and would not have been executed as expeditiously without the authority granted on April 28, 2020 by the Board to the Purchasing Agent for approving amended and new agreements during the COVID-19 emergency.

Financial Impact

The Federal Emergency Management Agency (FEMA), California Office of Emergency Services (CalOES), and the Coronavirus Relief Fund will all fund the new service agreements noted in Attachment A – New and Amended Agreements List. Approval of the new agreements does not result in an additional General Fund contribution

Strategic Plan Element(s)

1.B (Comprehensive Health & Safety: Community Support) - Establishing the new agreements and amending the existing nonprofit services contracts allows HSD to accommodate various response activities in the County's broader effort to respond to the COVID-19 emergency.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a New and Amended Agreements List December 2020 (Attachment A)
- b Pasiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar Contract No. 20W4074 Amendment Five
- c Antonette Wood DBA Swingtime Events Contract No. 20W4072 Amendment Five
- d Roaring Camp Inc Contract No. 20W4071 Amendment Four
- e Ayoma Wilen DBA Pearl of the Ocean Contract No. 20W4076 Amendment Four
- f ADM-29 20W4071 Roaring Camp
- g ADM-29 20W4074 Pasatiempo Investments
- h ADM-29 20W4072 Antonette Wood
- i ADM-29 20W4076 Ayoma Wilen

cc:

Human Services Department



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

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

Subject: Mental Health Client Action Network Contract Amendment

Meeting Date: December 8, 2020

Recommended Action(s):

Approve amended agreement with Mental Health Client Action Network (MHCAN), to extend the term by six months through June 30, 2021, and authorize the Director of Human Services to execute the amendment.

Executive Summary

On August 27, 2019, the Board approved an agreement with the Mental Health Client Action Network (MHCAN) to construct showers at MHCAN's Santa Cruz location for use by homeless (unhoused) clients. Due to delays in obtaining a project permit, approval for amendment is requested to extend the term of the agreement by six months to complete the project.

Background

The County of Santa Cruz is the lead agency for the local Continuum of Care (CoC), known as the Homeless Action Partnership (HAP), overseeing the HAP Strategic Plan and establishing necessary agreements for the implementation of this plan. On August 27, 2019, the Board, on behalf of the HAP, approved a contract with MHCAN for installation of two showers, which is anticipated to serve 200 unduplicated unhoused MHCAN clients per year. The \$110,094 contract was awarded through a competitive bid process conducted by the HAP and is funded through the state Homeless Emergency Aid Program (HEAP).

Analysis

Under the MHCAN contract, installation of the shower facilities was anticipated to be completed by the end of December 2019 with access to shower services to begin shortly thereafter. However, the project has been delayed as the result of a longer than expected permitting process, impacted by the COVID-19 pandemic. The permit for the project has now been obtained, and it is anticipated that the showers will be installed by this winter. Once the showers are completed, MHCAN will use provision of shower services to offer coordinated entry/Smart Path intake and assessment engagement as well as linkage to other services and resources through existing MHCAN staff including primary care, behavioral health services, employment, benefits advocacy, legal assistance, and other services.

Financial Impact

Funding for the originally awarded MHCAN contract remains available, and the contract amendment results in no additional cost.

Strategic Plan Element(s)

Strategic Plan Element(s) 2.D (Attainable Housing: Homelessness) - Approval of the attached contract amendment will expand services to reduce the impacts of homelessness.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Amendment to Contract 19C4389 - Mental Health Client Action Network A01
- b ADM-29 form 19C4389 Amendment A01 MHCAN

cc:

Human Services Department



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

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

Subject: Report on the utilization of the Homeward Bound program

Meeting Date: December 8, 2020

Recommended Action(s):

Accept and file a report regarding the Homeward Bound Program, as recommended by the Human Services Department Director.

Executive Summary

As part of the consolidation of the County's efforts on homelessness under the Human Services Department (HSD), implementation and oversight of the Homeward Bound program fully transitioned to HSD. In response to recommendations to establish diversion strategies as part of the County's system-wide approach to housing and homelessness, HSD will be entering into agreements with the Community Action Board (CAB) and Housing Matters to provide housing diversion programs with integrated Homeward Bound program (Homeward Bound) services.

Background

On February 25, 2020, in response to direction from the Board at its December 10, 2019 meeting, staff provided a Homeward Bound Utilization Report to the Board. In response, the Board directed staff to return on March 10, 2020 with recommendations on maximizing appropriate utilization of Homeward Bound type programs in the context of a broader system-wide diversion strategy.

On March 10, 2020, the Board received information on the assessment conducted by Focus Strategies, a housing and homelessness consultant for the County, of the county-wide homelessness response system and resulting recommendations. Included in Focus Strategies' recommendations was the development of a strategy for the provision of diversion or housing problem-solving strategies systemwide.

Diversion (also known as housing problem solving) is a strategy designed to help a person or household identify a pathway to resolve their current housing crisis without needing ongoing shelter or housing resources from the homeless system. Diversion is not a program; it is a practice in which trained diversion specialists conduct strengths-based conversations that help persons to explore all safe housing options available to them.

At the March 10, 2020 meeting, staff also recommended deferring to the Focus Strategies Diversion work group for recommendations on the ongoing use of Homeward Bound funds as part of the development of a systemwide diversion system and broader homelessness strategic plan.

Also, in response to Focus Strategies' recommendations, on May 19, 2020, the Board approved the transition of the County Administrative Office's Homeless Services Coordination Office (HSCO) to HSD to form a newly established HSD division, Housing for Health. This new division is intended to integrate the County's housing and homelessness efforts, including diversion, as recommended by Focus Strategies. As part of this transition, all agreements overseen by HSCO, including the County's Homeward Bound Program, would fully transition to HSD for implementation and oversight.

Analysis

The Homeward Bound Program is one diversion strategy in which transportation assistance is provided to persons experiencing homelessness who self-identify that the most appropriate pathway to housing is through relocation to a verified housing option, such as with a family or friend. In Santa Cruz County, several community-based agencies, including the CAB, Housing Matters, Encompass Community Services (Encompass) and The Salvation Army, offer Homeward Bound type assistance to eligible persons either as a standalone service or as part of a larger diversion strategy. Funding for the agencies' Homeward Bound programs come from both public and private sources.

According to Homeward Bound service providers, due to concerns about the potential spread of COVID-19 by both potential program participants and persons contacted to house participants, there has been a decline in the number of persons served by the program since the onset of the COVID-19 pandemic. Additionally, the COVID-19 associated modifications (including reduction in frequency) in Greyhound Bus service to Santa Cruz County created additional barriers to potential participants use of Homeward Bound assistance. Despite these barriers, Santa Cruz County's Homeward Bound programs have been successful in helping persons experiencing homelessness to secure permanent housing opportunities. Recent Homeward Bound success stories of note include the reunification of persons staying at the Benchlands and in areas affected by this summer's fires with friends and family who offer them housing outside of the area.

In response to the Focus Strategies recommendation to utilize Homeward Bound type program funds in support of a systemwide diversion system and as part of the consolidation of the County's housing and homelessness efforts, HSD is in the processing of establishing new and expanded diversion programs that include Homeward Bound services. HSD will be entering into a new agreement with Housing Matters and expand an existing diversion services agreement with CAB to flexibly utilize available funds to provide the financial support needed to break down barriers to persons resolving their own housing crisis, including through Homeward Bound type activities.

The new and expanded agreements with Housing Matters and CAB will provide an expanded menu of diversion services, including Homeward Bound activities, towards the goal of facilitating participants access to permanent housing. From July 2020 to October 2020, CAB utilized diversion funds to secure permanent housing for 8 participants. The diversion funds were used to provide a housing security deposit and

first month's rent for all eight participants. The participants are expected to sustain their housing without additional support moving forward. The previously living situations of the CAB diversion participants included staying in their car (five participants), outside, in a shelter, and in a hotel. Two of the participants were transitional age youth (ages 18 to 24).

During the same period, Housing Matters utilized Homeward Bound funds from a private source to facilitate the attainment of permanent housing for six individuals (four households). The previous living situation of these Homeward Bound participants included staying in a car, outside, in a shelter, and in a fire evacuation shelter. The ages of the participants ranged from 20 to 73 years. Three of the households were new to Santa Cruz County. One of the households Homeward Bound destination was in California, with the remaining three out of State.

After a hiatus, due to County staff involvement in the countywide COVID-19 homeless response, this fall the Focus Strategies associated Diversion Workgroup restarted with the goal of implementing the first phase of the countywide diversion strategy in early 2021. The restarted Diversion Workgroup expands on the original workgroup's participants and includes staff involved in the implementation of CAB and Housing Matters' diversion strategies. The implementation of both agencies' diversion strategies will be informed by the Workgroup's recommendations, implementation strategies, and associated trainings and will continue to evolve as more effective strategies and skills are identified.

Strategic Plan Element(s)

2.D (Attainable Housing: Homelessness) - Diversion strategies, including Homeward Bound specific activities, are significant components of the countywide homeless response.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

cc:

Human Services Department



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

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

Subject: Accept and file annual child care developer fee report

Meeting Date: December 8, 2020

Recommended Action(s):

- 1) Accept and file the annual Child Care Developer Fee report; and
- 2) Direct Human Services Department staff return to the Board with the annual Child Care Developer Fee report for FY 2020-21 in December 2021.

Executive Summary

The Human Services Department (HSD) is requesting the Board's approval of the annual Child Care Developer Fee report (CCDF) for FY 2018-19 (County Code Section 15.04). The State of California Mitigation Fee Act/AB 1600 (at Gov.C. §§ 66001(c), 66006(b)(1) stipulates that each local agency that requires payment of a fee make information publicly available each year within 180 days after the last day of the fiscal year. This report describes the type of fee collected, the amount and how the fee was expended during the reporting period.

Background

In 1991, the Board adopted the Child Care Fees and Exactions Ordinance for the expansion, construction, or renovation of child care facilities in Santa Cruz County. Subsequently the Board adopted guidelines developed by HSD staff in coordination with the Human Services Commission, specifying that revenues derived from Child Care Developer Fees be used for projects that directly [increase or enhance the supply of licensed child care in Santa Cruz County](#).

[In 2018, as part of the Thrive by Three Initiative, the County conducted a nexus analysis of the child care facility development impact fee. This report documented and quantified the linkages between the new non-residential and residential development in Santa Cruz County, the demand for child care spaces and the cost of mitigating the demand by developing new child care spaces. The nexus report also outlined information that should be included in the public CCDF annual report:](#)

- [A description of the type of the fee and the amount of the fee;](#)
- [The beginning and ending balance of the fund;](#)
- [The amount of fees collected and interest earned;](#)
- [Identification of the improvements constructed;](#)
- [The fees expended to construct the improvement;](#)
- [The percentage of total costs funded by the fee;](#)

- The approximate date by which any construction of public improvement will commence if the County determines that there are sufficient funds to complete an incomplete public improvement; and
- A description of each interfund transfer or loan made from the account.

Analysis

The CCDF annual report below covers the reporting period of FY 2019-20. The information provided in this report reflects the requirements as outlined in the State of California Mitigation Fee Act/AB 1600.

<u>1.</u>	<u>Description of type of fee and amount of the fee</u>	<u>1. Residential Use: • Single family dwelling: \$.52/sq. ft. • Multi-family dwelling \$.17/sq. ft. 2. Non-Residential Use: • Office \$1.34/sq. ft. • Hotel \$.41/sq. ft. • Retail/Restaurant \$1.15/sq. ft. • Manufacturing/Lt. Industrial \$.54/sq. ft.</u>
<u>2.</u>	<u>Beginning and ending balance of fund (July 2019-June 2020)</u>	<u>July 1, 2019: \$186,370 June 30, 2020: \$122,699</u>
<u>3.</u>	<u>Amount collected and interest earned</u>	<u>Fees collected: \$50,909 Interest earned: \$3,510</u>
<u>4.</u>	<u>Identification of improvements constructed</u>	<u>See Table A below</u>
<u>5.</u>	<u>Fees expended to construct improvement</u>	<u>\$152,400</u>
<u>6.</u>	<u>Percentage of total costs funded by the fee</u>	<u>100%</u>
<u>7.</u>	<u>Approximate date construction of public improvement begins if sufficient funds to complete an incomplete public improvement</u>	<u>N/A</u>
<u>8.</u>	<u>Description of interfund transfer or loan made from the account</u>	<u>See Table A below</u>

CCDF funds were distributed through the Child Care Developer Fee Loan application process in FY 2019-2020. The following table reflects the awardees, amounts, and funded project. Most funds were distributed in FY 2019-20, however due to COVID19 some disbursements were delayed until FY 2020-21.

<u>Table A: Description and Amount of Loans</u>			
<u>Applicant</u>	<u>Center or Home</u>	<u>Award Amount</u>	<u>Funded Project</u>

A Child's Garden	Day Care	\$15,000	Fencing
Adriana Castillo	Day Care	\$17,000	Kitchen improvements
Angeles Day Care	Day Care	\$5,400	Fencing
Bertha Rocha	Day Care	\$10,000	Patio and Patio Roof
Brook Knoll Buddies	Day Care	\$17,400	Filling in Pool
Carolyn Glanton	Day Care	\$15,000	Fencing
Guzman Day Care	Day Care	\$8,300	Kitchen upgrade & Water heater
Karina Garcia	Day Care	\$10,500	Porch roof & entry
Maria Castillo	Day Care	\$7,000	Slab replacement
Maria Lopez	Day Care	\$4,700	Patio slab replacement
Rosalia Jimenez	Day Care	\$16,500	Patio slab replacement
Silvia Castillo	Day Care	\$14,000	Slab replacement
Teresa Garcia Vasquez	Day Care	\$7,000	Plumbing & gutter repair
Wheelock Orchard School	Day Care	\$2,600	Replace Window
Kinder Cottage	Center	\$2,000	Replace refrigerator
Total		\$152,400	

Financial Impact

Revenue collected from the CCDF is available through the CCDLP Trust Fund, and this report does not result in an additional General Fund contribution.

Strategic Plan Element(s)

1.B (Comprehensive Health & Safety: Community Support) - Child Care Developer Fee revenue will enhance and improve the availability of healthy and safe child care opportunities for county families.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

cc:

Human Services Department



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

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

Subject: 2020 Comprehensive Economic Development Strategy Study
Session Deferral

Meeting Date: December 8, 2020

Recommended Action(s):

- 1) Defer study session on the 2020 Comprehensive Economic Development Strategy 5 Year Plan to June 2021; and
- 2) Direct the Human Services Department to include results of the 2021 State of the Workforce Report for Santa Cruz County as part of the presentation.

Executive Summary

The Human Services Department (HSD), in consultation with the County Administrative Office (CAO), requests deferral of the study session on the 2020 Comprehensive Economic Development Strategy 5 Year Plan (CEDS) to June 2021. As the CEDS was prepared prior to the Novel Coronavirus Disease 2019 (COVID-19) pandemic, HSD recommends including the findings of the 2021 State of the Workforce Report for Santa Cruz County (State of the Workforce Report) to be completed in Spring 2021 to the presentation to provide a more current view of economic conditions given the impacts of COVID-19.

Background

On May 19, 2020, the Board of Supervisors (Board) approved the CEDS. At that time, the Board directed HSD to hold a study session presenting the findings of the report. The Board also requested that the presentation include a summary of efforts by the Economic Recovery Council (ERC) as well an update on economic development impacts resulting from COVID-19.

On September 15, 2020, the Board approved deferral of this presentation to prioritize matters regarding the CZU Lightning Complex Fires. HSD, in consultation with the CAO, is again requesting a deferral in order to incorporate additional information that the consultant which developed the CEDS will be producing for the State of the Workforce Report that will be presented to the Workforce Development Board in May 2021. The CEDS was prepared prior to the COVID-19 pandemic and does not reflect the associated economic impacts. The State of the Workforce Report will provide more current information on the local workforce and economy in a post-COVID world. Staff recommends eliminating the update on ERC activities as the County has not been included in ERC efforts since July 2020.

Strategic Plan Element(s)

5.A (Dynamic Economy: Regional Workforce) - HSD and the Santa Cruz County WDB advances economic opportunity and a vibrant and inclusive local economy by setting a County-wide, five-year Comprehensive Economic Development Strategy plan.

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

cc:

Human Services Department



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

From: County Administrative Office
(831) 454-2100

Subject: Preliminary Budget Forecast Fiscal Year 2021-22

Meeting Date: January 12, 2021

Recommended Action(s):

- 1) Accept and file report on the update to the Fiscal Year 2021-22 Budget Forecast; and
- 2) Direct the County Administrative Office to return February 23, 2021, with a mid-year update for Fiscal Year 2020-21 and an update on the budget for Fiscal Year 2021-22.

Executive Summary

This report provides an update to the budget forecast for Fiscal Year (FY) 2021-22, including a summary of the actual dollar amounts estimated in FY 2020-21, and an explanation of how the updated estimates impact budget instructions for the FY 2021-22 Proposed Budget.

Background

On September 29, 2020, the Board adopted the FY 2020-21 Budget, which was based on actual revenues and expenditures from FY 2019-20 and recommendations approved by the Board during Budget Hearings. Annually, as part of the budget development cycle, the County Administrative Office (CAO) prepares estimates for the current fiscal year and provides a preliminary forecast for the upcoming budget year.

Previously, staff reported that the five-year forecast anticipated large deficits based on rising costs and declining revenues. The use of reserves one-time of \$13.4 million, 5-10% furloughs by the County workforce and reductions in services offset the decline in revenues due to COVID-19. The updated forecast shows rising costs and less than adequate revenue growth leaving future budget gaps of \$4-17 million, which will require departmental reductions and additional revenues if current reserves are maintained at the minimum of 7%. The information contained in this report is the basis for FY 2021-22 budget instructions and can be modified based on any additional direction.

Analysis

***2020-21 General Fund Budget Compared to Estimates:
Modest Revenue Growth and Increased Expenditures, Minimal Savings***

County departments have begun to submit their estimates for FY 2020-21 revenues and expenditures based on actuals to date and estimates for the remainder of the year.

These estimates will be updated monthly and are the basis for determining the year-end fund balance and projections for FY 2021-22. The FY 2020-21 General Fund Budget is financed largely by funds from the State and federal government for mandated programs. In addition, the County charges for services and receives tax revenue from property tax, sales tax, transient occupancy tax and cannabis business tax. General Purpose Revenues were anticipated to drop by \$15.5 million or 9% due to the impacts from COVID-19. Based on experience through the first two quarters, General Purpose Revenues are expected to grow by \$3.3 million, primarily from better than anticipated sales tax and transient occupancy tax growth. These revenues are still less than pre-COVID by \$12.2 million and will take additional time to recover. Department revenues are projected to increase by \$8.2 million, primarily from unanticipated emergency cost reimbursements and better realignment and public safety revenue. A total increase of \$11.5 million in General Fund revenues is projected.

General Fund expenditures are comprised primarily of Salaries and Benefits and Services and Supplies. Historically, budget to actual savings occur from unanticipated vacancies, turnover, and other reduced costs resulting in approximately 0.5-1% cost savings. These savings are carried forward as part of the fund balance and finance the budget gap. Updated estimates indicate that General Fund expenditures will increase \$7.2 million, or 1.1%, primarily from increased department costs related to emergency services and other grants offset by unused contingencies. The increase of General Fund revenues of \$11.5 million less increased costs of \$7.2 million leaves a balance of \$4.3 million in fund balance to carry forward to help finance the budget for FY 2021-22.

The following table provides a summary of the savings estimated for FY 2020-21.

	<u>2020-21 Budget</u>	<u>2020-21 Estimate</u>
Prior Year Fund Balance	13.4 million	13.4 million
Revenues	609.1 million	620.6 million
Less Expenditures	(622.5 million)	(629.7 million)
Ending Fund Balance	0	4.3 million
Carry Over Fund Balance	0	4.3 million

***2021-22 General Fund Budget Projection:
Status Quo Expenditure Increases Exceed Anticipated Revenue Growth***

For the FY 2021-22 General Fund Budget, preliminary projections estimate rising costs of \$9.4 million, primarily from increased Salaries and Benefits of \$12.8 million and other costs of \$3.3 million which is offset by reduced contingencies and reimbursements of \$6.7 million. Financing is further impacted by reduced fund balance available of \$9.1 million, decreasing from \$13.4 million to \$4.3 million, for a total initial projected budget shortfall of \$18.5 million. At this time, General Fund revenues are projected to increase \$14.5 million from increased General County Revenues of \$5.2 million from property tax growth, sales tax and transient occupancy tax growth, and increased department revenues of \$9.3 million from State and federal reimbursements and other charges for services. This revenue growth reduces the budget gap to \$4 million.

The following table provides a summary of the estimates for FY 2021-22.

	<u>2020-21 Budget</u>	<u>2021-22 Forecast</u>
Prior Year Fund Balance	13.4 million	4.3 million
Revenues	609.1 million	623.6 million
Less Expenditures	(622.5 million)	(631.9 million)
Ending Fund Balance (short)	0	(4.0 million)

The preliminary budget forecast includes the following assumptions and risks:

- Modest revenue growth of 4% as the economy and businesses begin to recover from COVID-19.
- Department reductions of at least 2.5-5% to help close the budget gap.
- State and federal funds continue to be allocated to the County for mandated programs and services at current year levels.
- Operational budget savings, primarily unused contingencies, of \$4.3 million in FY 2020-21 anticipated to carry forward fund balance for financing operations in FY 2021-22.
- Average staff turnover and reduced budgeted salaries and benefits by an average of 2% (commonly known as salary savings).
- Increases in cost of doing business will be absorbed by departments wherever possible.
- Reduced General Fund contingency to less than 1% of total General Fund expenditures.
- Limited General Funds of \$1 million for capital improvements or major infrastructure or emergency repairs.
- Limited funds from prior year savings for replacing aging equipment and implementing new technologies.
- No new local initiatives without funding options.

Preliminary estimates indicate that departments will be required to reduce their use of the General Fund by 2.5-5% to help close the budget gap. The only exception is departments that have received prior approval from the Board for a new initiative with funding and the initiative is consistent with the County Strategic Plan. It is our goal to minimize the impacts of these reductions on programs and services.

In the event there is a desire to restore the furlough of 5-10%, the budget gap would increase and may require additional departmental reductions as follows:

- 1) 50% furlough restoration increases the gap by \$5.8 million and results in further General Fund reductions of up to 5-10%; and
- 2) 100% furlough restoration increases the gap by \$11.5 million and results in further General Fund reductions of up to 10-15%.

It is unlikely that full restoration will be possible since restoring half of the 5-10%

furlough will be challenging and may result in position eliminations and service reductions.

Detailed budget instructions were provided to departments in mid-December with a request to prepare multiple scenarios for FY 2021-22 to see the impacts of restoring the 5-10% furlough. The CAO will work with departments to achieve a balanced budget using the County budgeting principles as a guide.

**Looking Ahead and Preparing for the Future:
Managing Costs and Considering Furlough Restoration**

The economy is anticipated to recover from the impacts of COVID-19 over two years. Revenue growth is better than anticipated this fiscal year by 3%, and some revenues are expected to fully recover by next fiscal year resulting in 4% growth. However, it is still too early to tell how many businesses will survive and how quickly we will come out of the recession. Based on the increased revenue growth and minimal annual budget to actual savings of less than 1%, the General Fund is not forecasted to meet its obligations next year before the furlough is restored. It is likely that additional reductions will be necessary in the next five years and departments will need to absorb cost increases wherever possible. Additional revenue measures and grants could help offset cost increases minimizing the reductions. The five-year forecast is updated in the chart below.



Forecast assumptions include:

- Financing includes revenues and prior year budget savings.
- Status quo expenditures estimated to grow an average of 2% per year.
- Increased expenditures include cost increases for existing staff Salaries and Benefits primarily for health insurance and retirement costs.
- Furlough restored over one to two years, increasing the gap.

- Annual budget savings of less than 1% to carry over as part of financing.
- General County Revenues decline from 4% to 2% average growth.
- All other cost increases are absorbed or have separate funding.
- No contributions towards reserves, maintained at 7% minimum.

Staff will continue to monitor current year estimates and revenue projections and provide a mid-year update to the Board with any changes in available funding as part of the FY 2021-22 Proposed Budget.

Financial Impact

The preliminary budget forecast estimates that FY 2020-21 budget to actual savings of \$4.3 million will be available to carry forward to FY 2021-22. Modest revenue growth and slow recovery from the impacts of COVID-19 will allow for funding some of the increased costs for essential services. Additional funding needs to be identified to fund the restoration of the furlough and close the FY 2021-22 budget gap estimated at \$15.5 million, which is equivalent to a 10-20% reduction in the General Fund contribution.

Strategic Plan Element(s)

This preliminary budget forecast report furthers all four goals in the area of County Operational Excellence by highlighting financial impacts from the current fiscal year on the Proposed Budget, thereby improving the customer experience, supporting the County workforce, investing in County infrastructure, and optimizing the budget process.

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

cc:

County Administrative Office
Clerk of the Board



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

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

Subject: Approve Second Harvest Food Bank Emergency Food Amendment

Meeting Date: January 12, 2021

Recommended Action(s):

Approve an amendment to the agreement with the Second Harvest Food Bank, increasing the County contract cost by \$1,350,000 to a new County cost not to exceed amount of \$3,837,000, 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 authorize the Human Services Director to execute 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 attached seventh amendment to the agreement increases the County share of cost by \$1,350,000 and the SHFB local match by \$350,000, for a total contract cost of \$5,116,000, requiring Board approval.

Background

On April 28, 2020, in response to the imminent threat to public health resulting from COVID-19, and based on emergency declarations issued by the County's Health Officer, the Board adopted a resolution to temporarily delegate its authority to the County General Services Department's (GSD) Purchasing Agent to approve scope of work amendments for existing contracts and to increase the Purchasing Agent's authority to approve new contracts for services up to \$1,000,000. The authority granted to the Purchasing Agent allows County departments to respond to the COVID-19 emergency by expeditiously implementing contract changes or new agreements in response to the emergency.

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) policies, 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 in the community. To date, FEMA has approved a series of 30-day extensions of reimbursement of eligible FPD costs.

At the outset of this agreement, SHFB reported a nearly doubled increase in food distribution from prior to the COVID-19 health emergency. SHFB reports an ongoing need for an increased level of food distribution as the pandemic continues and economic stimulus supports expire. 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 starting on May 2020, 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 30-day time extensions of reimbursement eligible Emergency FPD costs.

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. Due to exceeding the threshold amount set in the emergency procurement authority approved by the Board, four amendments extending the term through January 8, 2021 have been approved by the Board, most recently on November 17, 2020.

Analysis

As previously reported to the Board, 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. The Board is being requested to prospectively approve a seventh amendment to this agreement in anticipation of FEMA's extension of the Emergency FPD program in monthly increments through June 30, 2021. The attached seventh amendment increases the total agreement amount by \$1,800,000 to \$5,116,000 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. The terms of the amendment agreement also indicate that the agreement will terminate if FEMA does not approve the series of 30-day increments through June 30, 2021.

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 reimbursable 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: 21W4068 A07/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:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Amendment to Agreement #20W4068 Second Harvest Food Bank
- b ADM-29 20W4068- A07 SHFB

cc:

Human Services Department

Human Service Department Operational Objectives

2019-2021 OPERATIONAL PLAN

Vision Santa Cruz County

- Our Vision
 - Santa Cruz County is a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant.
- Our Mission
 - An open and responsive government, the County of Santa Cruz delivers quality, data-driven services that strengthen our community and enhance opportunity.
- Our Values
 - Accountability Respect
 - Collaboration Support
 - Compassion Transparency
 - Effectiveness Trust
 - Innovation

Santa Cruz's Operation Plan

The operational plan is a concrete, two-year plan that details the County's first step in achieving its vision. Countywide strategies indicate what we will do to achieve County goals, while department objectives and key steps say how this will be done. Objectives may appear under multiple strategies, as many objectives work towards multiple County goals.









Strategic Plan and Operational Plan Elements







Strategic Plan Focus Areas













HSD Objectives: Comprehensive Health & Safety

Focus Area	Goal	Description	Objective	Progress	Status
 Comprehensive Health & Safety	Community Support	50% more low income seniors and disabled single adults will access CalFresh.	Food Access	Met Objective	
 Comprehensive Health & Safety	Community Support	Double the number of families with children 0-3 served by TBT home visiting programs.	Thrive by Three	45%	
 Comprehensive Health & Safety	Community Support	65% of In Home Support Service (IHSS) providers and recipients who participate in the MENU program, will have less food insecurity according to USDA food insecurity assessment	Food Security	Met Objective	
 Comprehensive Health & Safety	Community Support	75% of children entering out of home care will receive an initial Child-Family Team (CFT, an interdisciplinary child-centered meeting, to support a child's placement stability and wellbeing) meeting within 60 days of their removal.	Child Wellbeing	46%	











HSD Objectives: Attainable Housing

Focus Area	Goal	Description	Objective	Progress	Status
 Attainable Housing	Homelessness	<i>At least 1,600 individuals experiencing homelessness will complete an assessment or re-assessment (Smart Path) to effectively prioritize and connect them to available housing assistance.</i>	Homeless Assessments	160%	
 Attainable Housing	Homelessness	<i>Housing assistance programs will house 187 individuals/families experiencing homelessness.</i>	Housing Assistance	58%	

HSD Objectives: Dynamic Economy

Focus Area	Goal	Description	Objective	Progress	Status
 Dynamic Economy	Regional Workforce	70% of low income adults who are enrolled in both Workforce Investment Opportunity Act (WIOA) career preparation activities and CalWORKs employment services, will be employed six months after completing services.	Career Preparation	Ahead of Target	
 Dynamic Economy	Regional Workforce	15% more outreach events and contacts will be conducted with vulnerable Veterans in order to connect them with their benefits and local resources.	Veterans Outreach	67%	
 Dynamic Economy	Local Businesses	2 small businesses will avert closures and layoffs due to retirement through the transition of ownership to employees.	Employee Ownership	0%	
 Dynamic Economy	Educational Opportunity	30% more CalFresh recipients will be participating in CalFresh Employment and Training programs with a focus on unemployed youth and individuals experiencing homelessness.	Job Training	Met Objective	
 Dynamic Economy	Educational Opportunity	Funding will be secured to continue the Workforce Innovation and Opportunity Act (WIOA) Apprenticeship Readiness Program and 30% more job seekers will be enrolled.	Apprenticeships	77%	

HSD Objectives: Operational Excellence

Focus Area	Goal	Description	Objective	Progress	Status
 Operational Excellence	County Workforce	Staff will increase understanding of its own cultural responsiveness to racial/ethnic equity, sexual orientation, and gender identity and expression (SOGIE).	Culturally Responsive	75%	
 Operational Excellence	County Workforce	90% of employees who completed the HSD mentorship program as a mentee, will report that the experience increased their job satisfaction, knowledge of and preparation for promotional opportunities, and development of leadership skills.	Mentorship	COVID Delayed	
 Operational Excellence	Continuous Improvement	By June 2021, Human Services, through CORE Investments, will develop an online library of evidence-based programs/practices associated with the CORE Conditions.	Best Practices	75%	
 Operational Excellence	Continuous Improvement	By June 2021, Human Services, through CORE Investments, will develop an online menu of community- and program-level results associated with the CORE conditions.	Community Impact	75%	
 Operational Excellence	Continuous Improvement	By June 2021, Human Services and Health Services will provide 24 opportunities for technical assistance to support systemwide collaborations among local public, private, non-profit, and community partners.	Impact Investment	Met Objective	

County Operational Objectives Website

The screenshot displays the website for the Santa Cruz County Strategic Plan. At the top left is the county seal and the text "STRATEGIC PLAN Santa Cruz County". To the right is a "Select Language" dropdown menu. A navigation bar contains links for "2019-21 Operational Plan", "Performance Measurement", "Community Profile", "Library", and "Contact". The main banner features a collage of images: a coastline, children with microscopes, and a field of crops. A white box in the center contains the text "VISION SANTA CRUZ COUNTY". Below the banner are three columns: "OUR VISION" (describing a healthy, safe, and affordable community), "OUR MISSION" (describing quality, data-driven services), and "OUR VALUES" (listing Accountability, Collaboration, Respect, and Support).

STRATEGIC PLAN
Santa Cruz County

Select Language | ▼

[2019-21 Operational Plan](#) [Performance Measurement](#) [Community Profile](#) [Library](#) [Contact](#)

VISION SANTA CRUZ COUNTY

OUR VISION

Santa Cruz County is a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant.

OUR MISSION

An open and responsive government, the County of Santa Cruz delivers quality, data-driven services that strengthen our community and enhance opportunity.

OUR VALUES

The County of Santa Cruz provides services and supports partnerships built on:

- Accountability
- Collaboration
- Respect
- Support

New Operational Objectives Timeline



Questions