County of Santa Cruz
HUMAN SERVICES COMMISSION

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1000 Emeline Avenue, Santa Cruz, CA 95060
www.hsd.co.santa-cruz.ca.us   www.workforcescc.com

AGENDA
Wednesday, March 17, 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

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**	**(5 min)**

Members of the public may address the Commission on items not on the agenda for a maximum of five minutes each.

V.	**Correspondence/Information Only**	**(3 min)**
VI.	**Approval of Minutes (Action)**	**(2 min)**

  • September 16, 2020

VII.	**Commissioners Introductions**	**(10 min)**
VIII.	**Housing for Health Division Introduction**	**(30 min)**

Presenter: Robert Ratner, MPH, MD, Housing for Health Director

IX.	**Housing Q & A**	**(40 min)**

As a courtesy to those persons affected, please attend the meeting smoke and scent free. The County of Santa Cruz does not discriminate on the basis of disability, and no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you wish to attend this meeting and you will require special assistance in order to participate, please contact Micki Coca Buss at (831) 454-7505 (TDD number 454-2123) at least 72 hours in advance of the meeting to make arrangements. Persons with disabilities may request a copy of the agenda in an alternative format.   1

X.   Report-out on Commission's Homelessness Services Work Group   (5 min)

XI.   Veterans Liaison Report   (10 min)

XII.   Next Meeting and Agenda Items   (5 min)
May 19, 2021 – Location to be determined considering the current Shelter in Place Order.

XIII.   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
01/26/2021 Item #39	DOC-2021-63 : Approve amendment to agreement with Community Action Board, increasing the fiscal year (FY) 2020-21 amount of the Housing and Disability Advocacy multi-year agreement by $187,505, for a new FY 2020-21 amount of $454,936 and a new two-year total amount of $1,047,436; adopt resolution accepting unanticipated revenue in the amount of $187,505 for the Housing and Disability Advocacy Program; and take related actions, as recommended by the Director of Human Services	5
01/26/2021 Item #40	DOC-2021-64 : Approve amendment to agreement with the Emergency Meal Coalition, increasing the contract by $162,464 for a new total not-to-exceed amount of $562,464, for coordinating and implementing meal services resulting from the CZU Lightning Complex Fire emergency response, and authorize the Human Services Director to execute the amendment, as recommended by the Director of Human Services	7
02/02/2021 Item #21	DOC-2021-96 : Accept Workforce Development Board Report on the Award of a Disaster Recovery National Dislocated Worker Grant in the amount of $1.5 million from the California Employment Development Department, and approve an amendment to the agreement with Goodwill Central Coast, increasing the contract amount by $35,000, for a new total of $726,460, and take related actions, as recommended by the Director of Human Services	9
02/02/2021 Item #22	DOC-2021-97 : Approve amendment to agreement with Pajaro Valley Prevention and Student Assistance (PVPSA), in the total amount of $902,400; ratify submission of grant application to Packard Foundation in the amount of $50,000 to further Collective of Results and Evidenced-based Investments efforts; adopt resolution accepting unanticipated revenue in the amount of $50,000 from the Packard Foundation; approve amendment to agreement with Optimal Solutions Consulting, increasing the amount by $50,000 to the total amount of $379,875, and take related actions, as recommended by the Director of Human Services	12
02/02/2021 Item #23	DOC-2021-98 : Approve amendment to the agreement with Bitfocus, Inc., to add automated on demand data gathering and reporting services to the Clarity Homeless Information Management Services, increasing the contract by $11,550 to total annual amount of $288,170, and take related actions, as recommended by the Director of Human Services	16
02/23/2021 Item #51	DOC-2021-146 : Adopt resolution accepting unanticipated revenue in the amount of $172,800 from the California State Department of Housing and Community Development and approve an agreement with Community Action Board, Inc., in the amount by $172,800 for the term of March 1, 2020 through June 30, 2022, to provide housing navigation and housing focused case management services to transitional age youth, and take related actions, as recommended by the Director of Human Services	18
02/23/2021 Item #52	DOC-2021-147 : Approve the addition of 34 full-time equivalent limited-term staff positions for emergency shelter response and re-housing efforts related to COVID-19, and approve funding of Benefits Representative positions, as recommended by the Director of the Human Services Department	21
02/23/2021 Item #122	Approve appointment of Felipe Hernandez as the Fourth District appointee to the Human Services Commission, for a term to expire April 1, 2023, as recommended by Supervisor Caput	24

BOS Date	Item	Page # in packet
03/09/2021 Item #8	10186 : Consider Housing for a Healthy Santa Cruz: A Strategic Framework for Addressing Homelessness in Santa Cruz County as a Framework for guiding County investments and collaborative work on homelessness, direct the Human Services Department to provide a Framework and six-month plan progress report and gaps analysis to the Board by August 10, 2021 and every six-months thereafter, as outlined in the memorandum of the Director of Human Services	26
03/09/2021 Item #9	10315 : Consider directing the Housing for Health Division of the Human Services Department to work with other County departments exploring the creation of policy recommendations related to the development and siting of temporary shelter, safe sleeping, and safe parking opportunities; to identify and prioritize available public, County and private property outside of the cities of Santa Cruz, Watsonville, Capitola and Scotts Valley that could be used for temporary shelter operation, at least 120 units for homeless households shall be located within the urban services line in the unincorporated part of the County; and during the 6-month work plan update, include information on any barriers to achieving these goals and recommendations to effectuate the goals stated above, and take related actions, as outlined in the memorandum of Supervisor Koenig and Supervisor Coonerty	140
03/09/2021 Item #16	10203 : Consider the General Fund Mid-Year Budget Report with updated estimates for Fiscal Year (FY) 2020-21, preliminary requests for FY 2021-22 and an updated five-year forecast, as outlined in the memorandum of the County Administrative Officer	142
03/09/2021 Item #33	10029 : Accept and file March 2021 report on amendments and new agreements approved by County Purchasing Agent under authority of the Board of Supervisors, and approve six amended agreements for meal delivery services, and take related actions, as recommended by the Director of the Human Services Department	153

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

- Clerk of the Board of Supervisors' Letter Advising New Appointment of Felipe Hernandez as the Fourth District Appointee to the Human Services Commission
- Link to State of California Housing is Key Tenant and Landlord Resources: https://landlordtenant.dre.ca.gov/

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Employment and Benefit Services
Division
(831) 454-4130
Subject: Approve an Amendment to the CAB HDAP Payment Assistance
Agreement
Meeting Date: January 26, 2021

Recommended Action(s):

1. Approve an amendment to the Community Action Board of Santa Cruz County, Inc.,
    increasing the total two-year amount by $187,505, to a new two-year total amount of
    $1,047,436, with a new annual total in the amount of $454,936 for fiscal year (FY)
    2020-21, for Housing and Disability Advocacy Program housing payment assistance,
    and authorize the Human Services Director to execute the amendment; and

2. Adopt the attached resolution accepting and appropriating unanticipated revenue in
    the amount of $187,505 into the FY 2020-21 Human Services Department budget
    for the Housing and Disability Advocacy Program, as detailed in the attached
    resolution.

Executive Summary

The Human Services Department (HSD) administers a continuum of evidence-based
housing support services in partnership with nonprofit contractors. HSD seeks the
Board's approval to amend a multi-year contract with the Community Action Board of
Santa Cruz County, Inc. (CAB), adding additional funds from the California Department
of Social Services (CDSS) for the Housing and Disability Advocacy Program (HDAP) to
administer financial payments that help participants attain and maintain housing.

Background

In 2018, HSD was awarded HDAP funding by CDSS, to provide individuals with a
disability who are experiencing homelessness with case management, housing location
assistance, housing subsidies and related financial assistance, and disability benefits
advocacy. HSD entered into a multi-year agreement with CAB in May of 2018 with an
original term end date of June 30, 2021, to administer financial payments to facilitate
participants' ability to attain and maintain housing.

On May 19, 2020, the Board approved an amendment to the multi-year HDAP
agreement with CAB extending the term through June 30, 2021, and increasing the total
two-year amount from $498,023 to $859,931 with annual totals in the amount of
$759,931 in FY 2019-20 and $100,000 in FY 2020-21. During FY 2019-20, CAB
provided $515,304 in direct financial assistance payments on the behalf of more than 80
eligible participants, with all payments processed within two working days of receiving
authorization.

On September 9, 2020, the Board approved an amendment to the multi-year HDAP agreement with CAB which allowed $167,431 in unspent HDAP funds from FY 2019-20 to be added to the FY 2020-21 budget, increasing the FY 2020-21 budgeted amount to $267,431. On October 21, 2020, CDSS notified counties that they could apply for additional HDAP funding for use in FY 2020-21. HSD applied for and was awarded an additional $187,505 to be used for HDAP participant assistance.

Analysis
HSD seeks the Board's approval to amend the annualized multi-year HDAP agreement with CAB, allowing HSD to add $187,505 to the $267,431 already budgeted for FY 2020-21 bringing the new FY 2020-21 not-to-exceed total to $454,936, for a new multi-year budget total of $1,047,436. This amendment will allow CAB to continue providing housing and related payments to facilitate HDAP participants' ability to attain and maintain housing. The performance of the agreement will continue to be measured by the timeliness of financial assistance payments made on behalf of program participants.

Additionally, HSD recommends the Board adopt a resolution accepting unanticipated revenue in the amount of $187,505 into the HSD FY 2020-21 budget as detailed in the attached resolution.

Strategic Plan Element(s)
2.D (Attainable Housing: Homelessness) - HSD contracts with CAB to assist persons experiencing homelessness with a disability to attain and maintain housing. Amending the CAB contract increases 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 Contract 19W4053 - Community Action Board of Santa Cruz County, Inc., Housing & Disability Advocacy Program
b ADM-29 Amend 19W4053 A03 CAB
c Resolution - AUD 60 Housing & Disability Advocacy Program

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: Approve amendment ot agreement with the Emergency Meal Coalition
Meeting Date: January 26, 2021

Recommended Action(s):
Approve an amendment to the agreement with the Emergency Meal Coalition, increasing the total contract amount by $162,464 to a new not to exceed amount of $562,464, for coordinating and implementing meal services in Santa Cruz County resulting from the CZU Lightning Complex Fire emergency response; and authorize the Human Services Director to execute the amendment.

Executive Summary
As part of the response to the CZU Lightning Complex Fire (CZU Fire) emergency, the County contracted with the Emergency Meal Coalition to coordinate and implement meal services in Santa Cruz County for Santa Cruz County residents affected by the CZU Fire. The attached amendment to the agreement increases the total contract amount by $162,464 for a total contract cost of $562,464, requiring Board approval.

Background
The CZU Fire started on August 16, 2020, resulting in the destruction of a large number of structures and 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 CZU Fire. The CZU Fire resulted in the evacuations of thousands of Santa Cruz County residents 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. Due to the COVID-19 pandemic, shelter was provided primarily via hotels through the State Department of General Services and meals were delivered to the evacuees. With the containment of the CZU Fire, most evacuees returned to their homes. However, many will not be able to return to their properties for a substantial amount of time.

With residents displaced throughout the County, the Santa Cruz County Human Services Department (HSD) worked rapidly to ensure that basic needs of evacuees could be met, and Emergency Meal Coalition was chosen by HSD to provide meals to evacuees participating in the state hotel program due to their willingness and ability to coordinate with local business and food providers to prepare, package, and deliver meals at a reasonable cost.

Analysis
This agreement was previously ratified by the Board on November 17, 2020 based on the needs known at the time. Since then, services under this agreement were

completed, but the number of meals delivered to evacuees exceeded the original estimate due to the total number of evacuees affected; the extent of the fire damage and its impact on evacuees; multiple extensions of the State hotel program; and the impact of the ongoing COVID-19 health emergency on evacuees securing more permanent housing. Actual services resulted in an additional ~~3~~ 9,000 meals from what was originally estimated, and the attached amendment increases the total agreement amount by $162,464 to $562,464 in order to compensate Emergency Meal Coalition for the additional ~~3~~ 9,000 meals. From September through November 2020, a total of 29,552 meals were provided by Emergency Meal Coalition to evacuees.

Financial Impact
The Federal Emergency Management Agency (FEMA), Coronavirus Aid, Relief, and Economic Security (CARES) Act Coronavirus Relief Funds (CRF), and California Office of Emergency Services (CalOES) will fund the amended service agreement.

- Contract: 21W4083/Emergency Requisition: E0058
- GL Key/Object: 391300/61310
- JL Key: W2DHVST 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 #21W4083 Emergency Meal Coalition
b   ADM-29 21W4083 A01 Oursler Katy
040 (10131) Revised memo, packet pg 503 (clean & strikeout-underline)

cc:
Human Services Department

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Employment and Benefit Services
Division
        (831) 454-4130
Subject: Accept WDB report on NDWG Wildfire Recovery and Amend
Goodwill to add related funds & services
Meeting Date: February 2, 2021

Recommended Action(s):

1. Accept the Workforce Development Report on the award of Disaster Recovery
   National Dislocated Worker Grant from the California Employment Development
   Department; and

2. Approve an amendment to an agreement with Goodwill Central Coast, increasing
   the FY 2020-21 amount by $35,000, for a new total of $726,460, to provide intake
   and case management services for the Disaster Recovery National Dislocated
   Worker Grant program; and authorize the Director of Human Services to execute
   the amendment.

Executive Summary

To assist in the disaster recovery following the August 2020 CZU fires, the Santa Cruz
County Workforce Development Board (WDB) has been awarded a two-year $1.5
million Department of Labor grant by the State Employment Development Department
(EDD), to fund the employment of dislocated workers to provide recovery and
humanitarian services in the areas of Santa Cruz County impacted by the August 2020
wildfires. The WDB coordinated with Goodwill Central Coast, the Department of Parks,
Open Space, and Cultural Services (Parks), and local State parks in developing the
work plan for the grant. To begin implementation of the grant program, this memo
requests that the Board accept this report on the Disaster Recovery National Dislocated
Workers Grant (NDWG) funds and approve an amendment with Goodwill Central Coast
to provide recruitment, eligibility, and case management services for the grant program.

Background

On August 16, 2020, the CZU August Lightning Complex Fires erupted in the north
Santa Cruz County areas of Bonny Doon, North Coast, and the San Lorenzo Valley,
resulting in the massive destruction of homes, timber lands, park services and critical
infrastructure. When the fires were ultimately contained, they had burned more than
86,500 acres and 1565 structures including 911 residences and caused widespread
evacuations and damage to critical infrastructure and natural resources. On August 19,
2020, the County Administrative Officer, acting as the Director of Emergency Services,
proclaimed a local emergency related to these wildfires, and the Emergency Declaration
was ratified by the Board of Supervisors on August 25, 2020.

On August 22, 2020, the Federal Emergency Management Agency (FEMA) issued a major disaster declaration resulting from wildfires throughout the state including those wildfires in the Santa Cruz County. Following the FEMA declaration, the federal Department of Labor announced the award of Disaster Recovery NDWG funds to the California EDD to create temporary jobs for dislocated workers, prioritizing those who experienced job loss as a direct result of the fire. Under the grant's program, dislocated workers will conduct wildfire clean-up. On November 12, 2020, the WDB received notice from EDD that Santa Cruz County would be a recipient of $1.5 million of the state's NDWG funds, to provide disaster recovery services utilizing temporary work crews funded through the grant.

Analysis
The WDB submitted a workplan to EDD detailing the program operations to be implemented through the local NDWG and is working with Parks to finalize an agreement to support the program operations and outcomes. To provide the disaster recovery services, 75 displaced or otherwise unemployed individuals will be hired for up to one year. Through its amended contract agreement, Goodwill Central Coast, the County's Career Center service provider will recruit and determine the eligibility of interested applicants and provide case management services for the hired workers. All temporary employees will receive safety training before working on the disaster recovery projects and shall be eligible for up to $300 in supportive services for items such as tools and work clothing. The workers will also receive assistance to locate and secure permanent employment at the conclusion of the disaster recovery grant program. The hired disaster recovery workers will be supervised by staff from Parks. Under the grant program, work teams will provide clean-up services at 10 identified public worksites, including Big Basin State Park, the California Coastal State Monument, Henry Cowell State Park Fall Creek Unit, Wilder Ranch State Park, and Ben Lomond Park, among others. At each of these sites, the work crews will clean up fire damage and debris in forest areas, trails and streams caused by the 2020 August wildfires and that pose a threat to public safety. All work shall be completed by September 30, 2022.

Financial Impact
The Disaster Recovery National Dislocated Worker Grant program is funded through an allocation from the California Employment Development Department and results in no additional County General Fund contribution. Parks will invoice HSD for services provided under the grant program, and HSD will draw down the state funds on a pass-through basis to reimburse Parks. The Goodwill Central Coast contract amendment will be funded using existing appropriations in the FY 20/21 budget.
Goodwill Central Coast Contract #21W3632 – GL Key/Object: 391600-75247

Strategic Plan Element(s)
1.B. (Comprehensive Health & Safety: Community Support) - The temporary job program available through Disaster Recovery National Dislocated Worker Grant support the Comprehensive Health and Safety, Sustainable Environment, and Operational Excellence elements of the County Strategic Plan.

5.A (Dynamic Economy: Regional Workforce) - The Department of Labor National Dislocated Worker Grant promotes economic recovery from the August 2020 wildfires.

Submitted by:
Randy Morris, Human Services Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a   Contract 21W3632, Goodwill Central Coast - NDWG Amendment
b   ADM-29 21W3632 A01 Goodwill

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Community Programs
(831) 454-4130
Subject: Approve amendments to agreements with PVPSA and Optimal Solutions Consulting
Meeting Date: February 2, 2021

Recommended Actions

1. Approve an amendment to the agreement with Pajaro Valley Prevention and Student Assistance (PVPSA), in the total amount of $902,400, modifying budget line items, and authorize the Director of Human Services to execute the contract;

2. Ratify submission of grant application to the David and Lucile Packard Foundation (Packard Foundation) in the amount of $50,000 to further develop Collective of Results and Evidenced-based Investments (CORE) Investments;

3. Adopt a resolution accepting and appropriating unanticipated revenue in the amount of $50,000 from the Packard Foundation, as detailed in the attached resolution, and take related actions as recommended by the Director of Human Services; and

4. Approve an amendment to the agreement with Optimal Solutions Consulting, in the total amount of $379,875, increasing the amount by $50,000, and modifying the scope of work to reflect enhancements to CORE Coffee Chats and web-based CORE Investments tools, and authorize the Director of Human Services to execute the contract.

Executive Summary
CORE Investments is both a funding model and a movement designed to improve the well-being of county residents. The County of Santa Cruz Human Services Department (HSD) recommends the Board approve an amendment to the existing CORE Investments agreement with PVPSA to modify line items in the agreement budget to better meet PVPSA's service delivery model. In addition, HSD recently applied for and was awarded a $50,000 grant from the David and Lucile Packard Foundation to be used over fiscal year (FY) 2020-21 to support Phase Five of CORE Investments. HSD recommends the Board approve an amendment to the FY 2020-21 agreement with Optimal Solutions Consulting, who serve as CORE Investments consultants, ratify the Packard Foundation grant application and adopt a resolution to accept and appropriate a grant allocation from the Packard Foundation, which supports Optimal Solution Consulting's FY 2020-21 funded agreement.

Background

PVPSA
Since FY 2017-18, PVPSA has received CORE Investments funding for two programs, Brief Strategic Family Therapy and Seven Challenges, which are funded through FY 2021-22. Brief Strategic Family Therapy provides family-centered counseling for youth experiencing mental health challenges and/or substance abuse. Seven Challenges provides family therapy to low-income youth and their parents.

On August 10, 2020, the Board directed a 10% funding reduction to the FY 2020-21 CORE Investments agreements. On August 18, 2020, the Board approved the Continuing Agreements List (CAL), which approved renewals for all agreements with non-substantive changes. On November 10, 2020, HSD reported to the Board that HSD submitted CORE Investments amended agreements to County Administrative Office, per standard protocols. The PVPSA CORE Investments agreement was one of those agreements submitted to the County Administrative Office.

Optimal Solutions Consulting
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. This work continues to be generously supported by private foundations. In October 2020, HSD applied for and was awarded a $50,000 grant from the David and Lucile Packard Foundation to be used over FY 2020-21 to support Phase Five of CORE Investments. The application is attached and outlines Optimal Solutions Consulting's proposal narrative and project budget. Due to a short application period, HSD was unable to bring the grant to the Board for prior approval, but the full grant proposal and budget are attached for the Board for ratification.

Analysis

PVPSA
HSD recommends the Board approve an amendment to the existing FY 2017-18 to FY 2021-22 agreement with PVPSA, in the total amount of $902,400, modifying the Brief Strategic Family Therapy program budget line items for personnel and non-personnel. This shift in budget line items, which is a change greater than 30% of the total funded amount, is due to a need for additional staff training to support the CORE Investments program. There are no changes to the PVPSA scopes of work.

Optimal Solutions Consulting
HSD recommends the Board approve an amendment to the FY 2020-21 agreement with Optimal Solutions Consulting in the amount of $379,875. The attached amendment includes an updated budget and scope of work. During FY 2020-21, Optimal Solutions Consulting is leading community partners to operationalize the existing CORE Investments project framework. Specifically, Optimal Solutions Consulting will work to launch and improve web-based, interactive CORE tools; work to support shared leadership and infrastructure to institutionalize and sustain CORE Investments as a

results-based, collective impact funding model and movement; and increase capacity to apply CORE framework to achieve equitable health and well-being.

The recent addition of Packard funding in the total amount of $50,000 will support Optimal Solutions Consulting's continuing work to:

- Develop web-based CORE Investments tools (e.g., on DataShare Santa Cruz County);

- Develop CORE Investments communications strategies and collateral, including a bilingual website and newsletter, CORE branding and messaging, bilingual video tutorials and community stories;
- Provide training, technical assistance and capacity-building opportunities; and
- Launch an initiative to operationalize equity, in partnership with organizations and collaboratives/initiatives with similar goals.

The recent addition of the Packard Foundation funding will support enhancements to CORE Coffee Chats (e.g., translation services) as well as improved online communication tools (e.g., a CORE Investments website). HSD recommends the Board adopt the attached resolution to accept and appropriate $50,000 in unanticipated revenue from the Packard Foundation into HSD's FY 2020-21 budget.

Financial Impact
The PVPSA CORE Investments amended agreement will continue to receive funding from the General Fund at Board approved amounts.

In FY 2020-21, Optimal Solutions Consulting's work is supported by $26,000 from the Monterey Peninsula Foundation, $150,000 from the Packard Foundation, and $203,875 from HSD, which includes $72,000 from the General Fund. Funding for Optimal Solutions Consulting was included in HSD's Revised Supplemental Budget, which was approved by the Board on August 18, 2020. The attached unanticipated revenue resolution details the recent Packard Foundation grant allocation. The proposed Optimal Solutions Consulting amendment will not result in any additional General Fund contribution.

Pajaro Valley Prevention and Student Assistance (PVPSA), No. 21W4026 - GL Key/Object: 395200/75610
Optimal Solutions Consulting No. 21W4050 - GL Key/Object: 392100/62381 (HSD - General Fund); 392100/75291 (CalWORKS); 392400/62381 (Monterey Peninsula Foundation and Packard Foundation)

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   Amendment 21W4026 PVPSA
b   ADM-29 21W4026 A01 PVPSA
c   Packard Foundation Grant Application and Grant Agreement for HSD Director Signature
d   Resolution AUD 60 Packard Foundation
e   Amendment 21W4050 Optimal Solutions Consulting
f   ADM-29 21W4050 A01 Optimal Solutions

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
(831) 454-4130
Subject: Approve Amendment to BitFocus Agreement
Meeting Date: February 2, 2021

Recommended Action(s):

Approve amended agreement with Bitfocus, Inc. increasing the contract amount by $11,550 to a new annual amount of $288,170 for additional data reporting services during the term of the agreement and authorize the Director of Human Services to sign the amendment.

Executive Summary

On September 15, 2020 the Board approved an agreement with Bitfocus, Inc. (Bitfocus) to provide software licenses for the Clarity Homeless Management Information System used as the comprehensive data management for all Continuum of Care homelessness services efforts in the County. This item amends the Bitfocus contract to add daily automated data reporting capacity to the County's Homeless Management Information System.

Background

The local Continuum of Care (CoC) is the entity organized under federal law to coordinate homeless housing, service and prevention activities within a defined geographic area. The local CoC, known in Santa Cruz as the Homeless Action Partnership (HAP), is required by the United States Department of Housing and Urban Development (HUD) for localities to receive federal housing and homelessness funds. The California Department of Housing and Community Development (HCD), the California Department of Social Services (CDSS), and the California Homeless Coordinating and Financing Council (HCFC) also utilize the CoC structure to deploy various state grant funds.

The Homeless Management Information System (HMIS) is the computer system used for collecting and processing data for homelessness services provided through the CoC in Santa Cruz County. Both federal and state programs addressing homelessness require the HMIS data management system be employed to gather data for reporting purposes. On September 15, 2020 the Board approved the agreement with Bitfocus to provide Clarity HMIS licenses and services to Santa Cruz County. Prior to this date, HMIS services had been provided by the former lead agency, the Community Technology Alliance, that had held the contract with Bitfocus. Effective September of last year, the lead agency status for procuring HMIS services transitioned from the County Administrative Office to the Human Services Department (HSD).

Analysis

The requested amendment will allow Bitfocus and the County to set up an infrastructure to automatically back-up and securely transfer discreet and defined data sets to a server maintained by Santa Cruz County. The infrastructure will automatically conduct daily point-in-time data transfers from specified tables in the Clarity HMIS system to County servers. Bitfocus will maintain the security and privacy of the transferred data, and provide ongoing maintenance and automatic daily transfer, and ongoing technical support. With the ongoing, up-to-date data, HSD will be able to generate automated on-demand reports and dashboards for internal staff to monitor services as well as regular data for the public on homelessness service operations and their impact. As detailed in the amended agreement, the services added under this amendment will increase the Bitfocus contract by $11,550, for a total annual amount of $288,170.

Financial Impact
The total costs for the Bitfocus Clarity HMIS program including the services approved under this amendment are $$288,170 annually. The agreement is funded through CDSS funds that are part of the approved HSD fiscal year 2020-21 budget. Approval of the amendment does not result in additional General Fund contribution.

Bitfocus: No. 21C4452
Index/GL Key 185000/62381

Strategic Plan Element(s)
Strategic Plan Element(s) 2.D (Attainable Housing: Homelessness) - Santa Cruz County contracts with Bitfocus, Inc., to provide the Local Continuum of Care access and support for use of the Clarity Homeless Management Information System. Approving this amendment increases the County'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   Amendment to Agreement #21C4452 BitFocus
b   ADM-29 21C4452 A01 BitFocus

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
(831) 454-4130
Subject: Accept unanticipated revenue and approve agreement with CAB
for housing navigation services
Meeting Date: February 23, 2021

Recommended Action(s):

1. Adopt a resolution accepting and appropriating unanticipated revenue in the amount of $172,800 into the fiscal year (FY) 2020-21 Human Services Department budget;

2. Approve agreement with Community Action Board, Inc., in the amount of $172,800 to provide housing navigation and housing focused case management to transitional age youth and authorize the Human Services Department Director to execute the agreement.

Executive Summary

Human Services Department (HSD) Family and Children's Services (FCS) division recommends award of a contract to Community Action Board of Santa Cruz County, Inc. for provision of Transitional Age Youth (TAY) housing navigation and housing focused case management services to 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. Your Board ratified the related grant applications in May 2020, and funds must be appropriated per the attached resolution.

Background

In May 2020 your Board approved ratification of grant applications to the California State Department of Housing and Community Development (HCD) for the Housing Navigators Program and the Transitional Housing Program and adopted related resolutions accepting the awards.

On December 8, 2020 your Board authorized the release of a Request for Qualifications (RFQ) for provision of evidence-based services to provide housing navigation and housing case management services to two different groups of participants: (1) at-risk Adult Protective Services (APS) clients and (2) Transitional Age Youth (TAY) - young adults age 18-25, with a priority on young adults in the foster care or probation systems. The Human Services Department (HSD) completed the vendor solicitation and selection process for housing navigation and case management services. HSD received two responses to the request for qualifications (RFQ) for TAY services. No responses were received for the Adult and Long Term Care (ALTC) Adult Protective Services (APS) portion of the RFQ.

Analysis

Grant applications and the resulting award of funding to secure and maintain housing were ratified by your Board on May 12, 2020. HSD now requests appropriation of this revenue to fund the related contract.

As the result of receiving no responses to the RFQ for APS services, ALTC recommended amending an existing agreement with Community Action Board of Santa Cruz County, Inc. (CAB) to provide additional, critical housing-related emergency payment assistance this fiscal year for ALTC clients experiencing or at risk of homelessness. The contract provided short-term housing crisis intervention services through the emergency payment program for several populations since fiscal year (FY)2010-11, and to ALTC clients as of July 1, 2019. The additional funding will provide services to victims of elder and dependent adult abuse and neglect who are facing homelessness, with CAB administering authorized housing assistance funds on behalf of approved clients. Your Board approved the contract amendment on January 12, 2021.

Consistent with standard competitive bidding processes, the responses for TAY services were reviewed and evaluated by a panel comprised of County staff experienced with homelessness and housing services. While both respondents demonstrated an ability to meet the requirements as outlined in the RFQ, there were several areas where CAB excelled that are critical to these services: (1) broad partnerships with many community based organizations and programs serving this population that is expected to yield effective services and leverage resources positively; (2) a higher capacity for bilingual and bicultural staff and services, as well as cultural competency and cultural humility in working with vulnerable communities, including the Latinx community that speaks indigenous languages; and (3) clear articulation of its success towards meeting performance outcomes for housing attainment and sustainment.

Based on this RFQ, HSD recommends your Board approve the contract with CAB in the amount of $172,800 for the term of March 1, 2021 through June 30, 2022 to provide housing navigation and housing focused case management services to twenty-seven (27) youth. The performance of the proposed contract will be measured by timeliness of intervention, number of participants successfully applying for housing vouchers, and the number of participants unhoused at program entry that receive a housing placement

Financial Impact
Award by the California State Department of Housing and Community Development (HCD) includes: $26,400 in Housing Navigator (HN) funding and $146,400 in Transitional Housing Program (THP) funding. HSD is in the process of applying for an additional $146,400 of THP funds, which if awarded will be required to be utilized by the end of fiscal year (FY) 2022-23.
•   Contract No. 21W4087
•   Index/GL Key: 391200/62381

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 Resolution to Accept Unanticipated Revenue (AUD60)
b Contract No. 21W4087 Community Action Board of Santa Cruz County, Inc.
c ADM-29 21W4087 CAB

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
   (831) 454-4130
Subject: Limited Term Positions for COVID-19 Pandemic Response
Meeting Date: February 23, 2021

Recommended Action(s):

Approve the addition of 28.0 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 to include: 10.0 Clerk II's, 12.0 Clerk III's and 5.0 Clerical Supervisor I's and 1.0 Program Coordinator; approve the addition of 6.0 full-time equivalent limited-term staffing to the HSD budget under Housing for Health Unit Index 391200 for shelter re-housing efforts to include 4.0 Social Worker I/II's, 1.0 Mental Health Supervising Client Specialist, and 1.0 Senior Human Services Analyst; approve the funding of 2.0 un-funded Benefits Representative positions under Social Services Unit Index 392100 to support benefits enrollment for COVID-19 shelter residents and direct HSD to refer the positions to the Personnel Department for classification, recruitment, and hiring.

Executive Summary

HSD seeks the Board's approval to add 28 full-time equivalent limited-term positions to maintain the emergency shelter response to the COVID-19 pandemic. These positions will provide continued stability to the response for the pandemic including decreasing the risk for COVID-19 transmission among people experiencing homelessness. HSD also seeks approval to add 6 full-time equivalent limited-term positions to support re-housing of COVID-19 shelter residents and the funding of 2 full-time equivalent Benefits Representative positions to support benefits enrollment of shelter residents.

Background

Over the last year, HSD has hired over 400 extra-help employees to support the local COVID response and shelter operations. Since the start of the local COVID-19 response, HSD's extra-help staff have supported over 1,300 people experiencing homelessness to shelter in place and/or isolate/quarantine safely. On December 8, 2020, HSD requested 45 limited-term classifications to support shelter operations. Based on the existing knowledge of pandemic response plans, HSD anticipates that we will need to maintain shelter operations and sustain an expanded workforce through December 31, 2021.

Analysis
COVID-19 Shelter Operations

After further review of staffing operations, HSD is requesting an additional 28 limited-term classifications through December 31, 2021, which will be funded through the

Federal Emergency Management Agency (FEMA) and other COVID-19 shelter funding. The positions will support ongoing COVID-19 shelter response efforts at 10 shelters throughout the county.

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. HSD will utilize these limited-term positions to ensure staffing stability in shelter operations and services in both North and South County.
The 28 limited-term positions requested include:

- Ten 1.0 FTE Clerk II

- Twelve 1.0 FTE Clerk III
- Five 1.0 FTE Clerical Supervisor I
- One 1.0 FTE Program Coordinator

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.

Rehousing efforts

In anticipation of the end of the COVID-19 pandemic emergency, HSD is planning a series of programs and services to maximize the number of current guests staying in FEMA-supported COVID-19 shelter sites that exit to permanent housing with appropriate services and supports. As part of this re-housing effort, HSD will utilize a mix of one-time state and federal funding to initiate new programs consistent with the Housing for a Healthy Santa Cruz draft framework for addressing homelessness. The additional 6 limited-term direct service and programmatic oversight positions requested to support this effort are:

- Four 1.0 FTE Social Worker I/II's
- One 1.0 FTE Mental Health Supervising Client Specialist
- One 1.0 FTE Senior Human Services Analyst

Benefits enrollment

HSD also requests the funding of two un-funded Benefits Representative positions to support benefits enrollment of COVID-19 shelter guests. Ensuring that shelter guests have access to health care, food assistance and other supports will help provide some stability as they search for permanent housing.

Financial Impact
Funding for these positions will be provided through FEMA and other available funding sources for the COVID-19 shelter response and re-housing effort, as well as HSD allocations. 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

County of Santa Cruz

Clerk of the Board of Supervisors
701 Ocean Street, 5th Floor, Santa Cruz, CA 95060-4073
Phone:(831) 454-2323 Fax:(831) 454-2327 TDD: call 711 www.santacruzcounty.us

March 2, 2021

Human Services Commission
701 Ocean Street
Santa Cruz, CA 95060

Micki.CocaBuss@santacruzcounty.us

Dear Human Services Commission:

Please be advised that, at a meeting held on February 23, 2021, the County of Santa Cruz Board of Supervisors took action on the following agenda item(s):

DOC-2021-122   *Approve appointment of Felipe Hernandez as the Fourth District appointee to the Human Services Commission, for a term to expire April 1, 2023, as recommended by Supervisor Caput*

RESULT:	**APPROVED BY CONSENT VOTE [UNANIMOUS]**
MOVER:	Ryan Coonerty, Third District Supervisor
SECONDER:	Greg Caput, Fourth District Supervisor
AYES:	Koenig, Friend, Coonerty, Caput, McPherson

Click on the description (blue text) above to access agenda materials for this item.

This is being forwarded to you for your information and records. Any comments or responses to this item may directed to your District Supervisor at: 701 Ocean Street, Fifth Floor, Rm 525, Santa Cruz, CA 95060. Additional information is available for viewing electronically on the County's website at

http://santacruzcountyca.iqm2.com/citizens/default.aspx, and available for viewing in the office of the Clerk of the Board, Room 520.

Respectfully,

Stephanie Cabrera
Chief Deputy

cc: Felipe Hernandez, Human Services Commission, Board of Supervisors

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
(831) 454-4130
Subject: Three-Year Strategic Framework to Address Homelessness
Meeting Date: March 9, 2021

Recommended Action(s):

1) Adopt the final version of the *Housing for a Healthy Santa Cruz: A Strategic Framework for Addressing Homelessness in Santa Cruz County* as a Framework to guide the work of the County and its new Human Services Department Housing for Health Division through December 31, 2023;

2) Direct the Human Services Department to provide a Framework and six-month plan progress report and gaps analysis to the Board no later than August 10, 2021; and

3) Direct the Human Services Department to provide ongoing progress reports and gaps analyses to the Board at least every six months after the first six month report update.

Executive Summary

The purpose of this memorandum is to provide the Board with a final version of the Housing for a Healthy Santa Cruz: A Strategic Framework for Addressing Homelessness in Santa Cruz County document for formal adoption. The document was presented to the Board in draft form on November 10, 2020. Per Board direction at that time, the County Administrator's Office (CAO) and Human Services Department (HSD) undertook a community engagement process to gather final feedback on the draft document. The final document provides a strategic framework for future investments and work to address homelessness within Santa Cruz County. The new Human Services Department Housing for Health Division launched as one part of the overall set of recommendations in this Framework. This Division will provide infrastructure and staffing for the development and ongoing support of a coalition that oversees and champions the implementation of the Framework through at least December 31, 2023.

Background

On February 26, 2019, the Board approved a contract with nationally recognized technical assistance firm Focus Strategies to provide consultative services related to improving efforts to address homelessness within Santa Cruz County. The consultation effort involved several different components including the development of a strategic framework for collaborative action focused on significantly reducing homelessness over a three-year period. A draft of this framework was presented to the Board on November 10, 2020. Following that presentation, staff from the CAO and HSD led a community

engagement process supported by Focus Strategies to gather final feedback on the draft framework and key goals for the first six-month implementation plan within the framework. The community engagement process included presentation and input sessions with all four city councils, Board member town hall meetings, a CORE investments coffee chat meeting, a Homeless Action Partnership membership and stakeholder meeting, and an electronic community input survey available for broad public input. Input gathered was used to update the Strategic Framework and to inform the initial six-month implementation plan within this Framework. Two detailed summaries of the feedback received are included as part of this Board Item. One attachment documents discussions and comments from public meetings and the other summarizes results from a community input survey on the Framework.

Analysis
Housing for Health Division staff analysis of the feedback gathered resulted in changes to the DRAFT Strategic Framework presented in November 2020. The community input process also influenced the first six-month (January 1, 2021 - June 30, 2021) implementation plan associated with the Framework. Core areas of feedback that contributed to changes from the original DRAFT included requests to:
- Simplify language and use more graphical descriptions
- Highlight how gaps between incomes and housing costs contribute to homelessness and the need for more affordable housing
- Emphasize the importance of preventing people from becoming homeless as a key part of the effort
- Include information on how health issues, particularly behavioral health issues, contribute to homelessness
- Address how encampments and problems with the behavior of unsheltered people will get addressed
- Include people with lived experience of homelessness in being part of the solution

Board approval of the Strategic Framework and the associated first six-month implementation plan establishes a clear foundation for collaborative action to address the problem of homelessness within the County. It establishes benchmarks for system capacity and performance that can be tracked and reported on over time. The Framework sets a target for a 25% point-in-time reduction in the overall population of people experiencing homelessness by January 2024. It also calls for a 50% reduction among unsheltered homeless persons within the same timeframe. As listed in the recommended Board actions, Housing for Health Division staff recommend reporting back to the Board on implementation plans and Framework goals every six months.

Financial Impact
Approval of the Framework and first six-month plan will have no County General Fund impact. Implementation of the Framework will require additional strategic investments over time.

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:
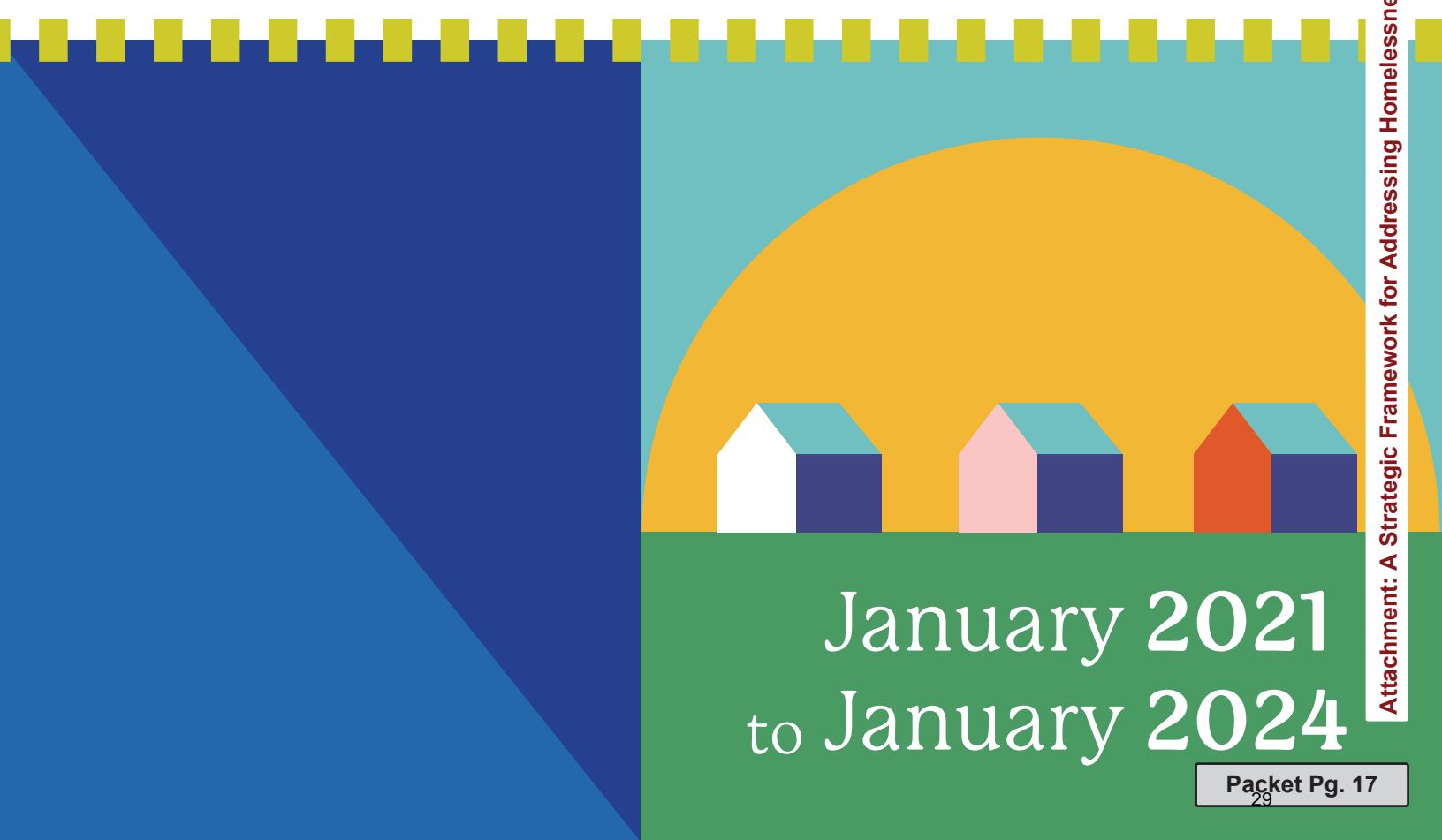Carlos J. Palacios, County Administrative Officer

Attachments:

a   A Strategic Framework for Addressing Homelessness in Santa Cruz County
b   Six Month Work Plan January to June 2021
c   Community Presentations Summary
d   Framework Survey Results Summary

Housing for a Healthy Santa Cruz

A Strategic Framework for Addressing Homelessness in Santa Cruz County

January **2021** to January **2024**

Our Mission

Strong collaborative action to ensure all residents within the County have stable, safe, and healthy places to live.

Who We Are

The Housing for Health Division was created in November 2020 within the County of Santa Cruz Human Services Department to support the implementation of this Framework by bringing together a coalition of partners and resources to prevent and end homelessness within our County.

Overview

Homelessness severely impacts the health and quality of life of those living without homes and the entire community. The County of Santa Cruz, cities within the county, and community members recognize the need for strong collaborative action to ensure all county residents have stable, safe, and healthy places to live.

The County and its partners created the Housing for a Healthy Santa Cruz County Strategic "Framework" through a collaborative process that used the experience, knowledge and input of a broad set of community stakeholders including cities, non-profit organizations, County Departments, and people with lived experiences of homelessness. Work on it began in March 2019 with a review of current local efforts and data on homelessness, along with an evaluation and discussion of experiences in other communities.

The Framework outlines coalition action steps that can reduce unsheltered and overall homelessness countywide by January 2024. The County Human Services Department's new Housing for Health (H4H) Division will provide leadership and the backbone administrative support for implementation of this Framework.

The Framework sets goals to reduce the number of households experiencing homelessness at a point-in-time by just over 25% between January 2019 and January 2024. It also calls for a 50% reduction in the number of households living "unsheltered" in places such as the streets, parks, cars, and unsafe structures.

2019	307	1,098	1,405
	Sheltered Households	Unsheltered Households	Total Homeless Households
2024	**485**	**549**	**1,034**
	Sheltered Households	Unsheltered Households	Total Homeless Households

Background

In 2019, California had the fourth highest rate of homelessness per 10,000 residents in the United States. Within California, Santa Cruz County has one of the highest rates of homelessness at 79.3 per 10,000 residents.

Every day, thousands of people in Santa Cruz County live without stable shelter or a home. The most recent annual Homeless Point-in-Time Count, conducted in January 2019, found 2,167 people experiencing homelessness on a single night, representing 1,440 distinct households experiencing homelessness. Nearly three-fourths of those households experiencing homelessness were housed within the County prior to becoming homeless.

2,167
People experiencing homelessness on a single night

1,440
Distinct households experiencing homelessness

Across the country and in Santa Cruz County, homelessness disproportionately impacts particular groups of individuals including specific racial and ethnic groups, youth exiting foster care, seniors and people with disabilities, individuals with behavioral health conditions, single parent households, veterans, people with criminal backgrounds, and individuals who identify as lesbian, gay, bisexual, transgender, queer or questioning and two-spirit (LGBTQ2S).

High rates of homelessness among subgroups of extremely low-income households reflect broad historical and present day social, economic, political, and cultural forces that contribute to these disparities. Approaches to addressing homelessness must understand and address some of the forces contributing to these disparate impacts.

What is Causing Homelessness in Our Community?

1 Housing affordability gap

2 Health issues

3 Lack of supportive connections

4 Loss of hope and sense of purpose

5

1 Housing Affordability Gap
Housing Costs Exceed Incomes

The larger the gap between incomes and housing costs in a region the greater the risk of homelessness and housing instability in a community. This is a major factor contributing to homelessness across the United States.

The California Housing Partnership estimates over 10,000 renter households in Santa Cruz County do not have access to an affordable home. Among these households living with the lowest incomes, three out of four (75%) pay more than 50% of their income toward housing. This group is the most likely to experience housing instability, overcrowded or unsafe living conditions, and homelessness. Within this group are people living on fixed incomes such as seniors and people with disabilities, as well as, unemployed, underemployed, and employed individuals that cannot afford local housing costs.

The 2019 Santa Cruz County Point-In-Time Count of persons experiencing homelessness found 31% reported being employed at the time of the survey. Employment itself cannot prevent homelessness when wages are not high enough to cover housing costs.

This Framework calls for implementing a range of strategies that support reducing housing costs and increasing household incomes.

31% Employment
Reported for persons experiencing homelessness in 2019

2 Health Issues Impacting Living Situations

Some health conditions impact a person's ability to manage daily living tasks essential to keeping a home. For example, a person with dementia may struggle to remember to pay their rent. Health care systems, services, and associated policies influence levels of housing instability, institutionalization, and homelessness in a given community.

2 **Health Issues Impacting Living Situations (cont.)**

This Framework calls for implementing a range of policy and program changes to address the health care needs of people at-risk of or currently experiencing homelessness. This includes connecting people to holistic services, supports, and treatment that address both their health and daily living needs.

3 **Lack of Supportive Connections**
Loss or Absence of Strengthening Relationships

The absence or loss of supportive relationships can contribute to housing instability and loss, particularly in areas with large housing affordability gaps. Histories of traumatic events and relationships, in both childhood and adulthood, are prevalent at far higher rates among people experiencing homelessness compared to the general population. The 2019, Santa Cruz County Point-In-Time count of homeless persons, found:

39% were living with friends or relatives before becoming homeless

10% reported family/domestic violence as a primary event leading to their homelessness

9% identified a divorce, separation, or breakup as a primary cause

This Framework calls for implementing a range of strategies that help grow long-term and broadly supportive relationships for those experiencing homelessness and those at risk of homelessness.
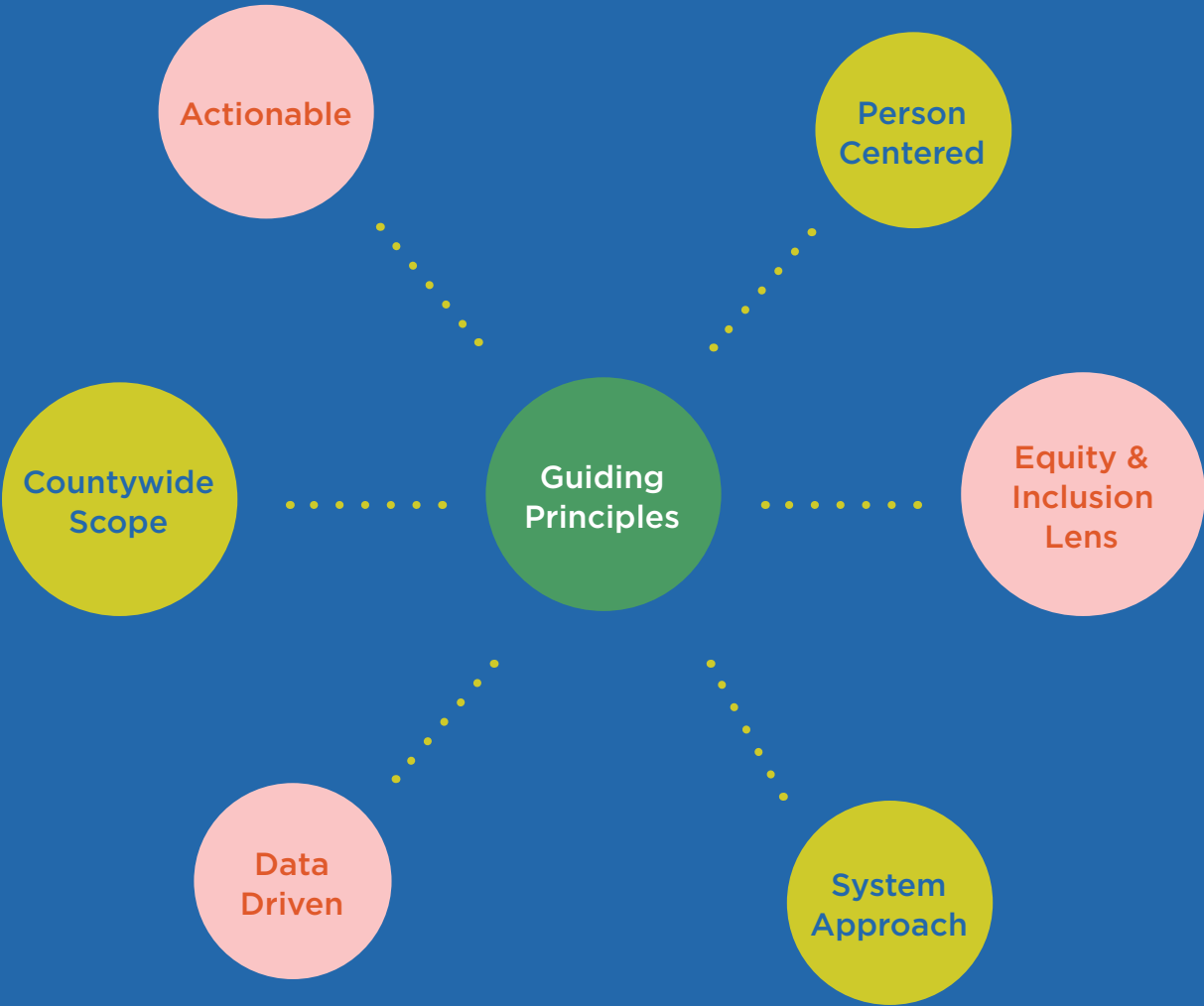
4 **Loss of Hope and Sense of Purpose**

A loss of hope and sense of purpose, at the community and individual level, can contribute to events that compromise a stable living situation and lead to prolonged episodes of homelessness. Living without a home can be a profoundly stigmatizing and isolating event.

This Framework calls for implementing a range of strategies that enhance feelings of hope and meaning among community members, people experiencing homelessness, and those working to make a difference in their lives.

Our Vision

To align and develop the array of resources, stakeholders, and collective wisdom across the greater Santa Cruz community to promote public health and make significant impacts on the crisis of homelessness, benefiting all residents, particularly those without homes.
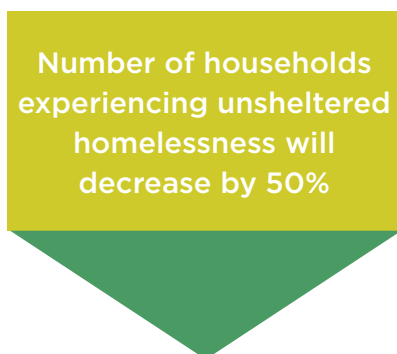
Actionable

Person Centered

Countywide Scope

Guiding Principles

Equity & Inclusion Lens

Data Driven

System Approach

Person Centered

People experiencing homelessness are experts about their own goals, priorities, and support needs. Housing and services coordinated by the housing crisis response system must center around the self-identified needs and goals of people seeking support.

Equity & Inclusion Lens

Certain subgroups of people experience higher rates of homelessness. Efforts undertaken through this Framework will work to eliminate disparities in access and outcomes within the housing crisis response system.

System Approach

A coordinated system approach that streamlines access to housing and services will maximize efforts to address homelessness.

Data Driven

Decisions about programs, resources, and approaches must be informed by high quality, well-understood qualitative and quantitative data about the system and its outcomes for the people it serves, including measures of disparities and inequity.

Countywide Scope

Homelessness occurs in all parts of Santa Cruz County, whether urban, suburban, agricultural, or rural. Implementation of this Framework will address each area of the community and develop appropriate solutions to homelessness. Geographic equity must be at the center of this framework.

Actionable

This Framework must result in actionable steps. It must be understood, implemented, and evaluated with the resources available and with clear responsibilities and accountability. System leaders and stakeholders will regularly review progress and update plans to ensure continued progress towards meeting goals and targets.

Our Goals
Substantially reduce the number of people experiencing homelessness.[1]

Number of households experiencing unsheltered homelessness will decrease by 50%

Number of households experiencing homelessness will decrease by 25%

Core Goal #1
Improve the effectiveness of all programs in helping people secure housing

The new Housing for Health (H4H) Division and its partners will oversee a robust effort to improve the effectiveness of all programs and interventions for people experiencing homelessness. This includes shortening the time people remain unhoused or in programs prior to securing housing, increasing the rate at which people find housing, and decreasing the number of people that become homeless. Interim benchmarks for these focus areas have been established for each year and progress will be regularly assessed. Adjustments will be made as needed to maximize results. By the end of 2023, the following system performance measurement improvements will be achieved:

Measure	Emergency Shelter		Transitional Housing		Rapid Rehousing*		Permanent Supportive Housing**	
	FROM	TO	FROM	TO	FROM	TO	FROM	TO
Reduce Length of Stay (in days)	76	60	413	250	281	180	N/A	
Increase Rehousing Rate	21%	40%	66%	80%	62%	85%	N/A	

[1] Goals are based on the Focus Strategies Santa Cruz County Predictive Modeling Summary Report 10.23.2020.

*Rapid Rehousing
Providing services and time-limited rental support to assist a homeless individual or family to move as quickly as possible into permanent housing and achieve stability in housing.

**Permanent Supportive Housing
Combines permanent affordable housing with ongoing integrated health and human services for people with disabilities, including people with long histories of homelessness.

Core Goal #2
Expand capacity within the homelessness response system

Improvements in performance alone will not result in significant reductions in homelessness. During the three-year period of this Framework, community leadership, funders, and key stakeholders will work collaboratively to implement targeted expansions in resources and permanent housing pathways.

Temporary Housing Beds

PRESENT 440
2024 600

Rapid Rehousing Slots

PRESENT 140
2024 490

Permanent Supportive Housing Slots

PRESENT 500
2024 600
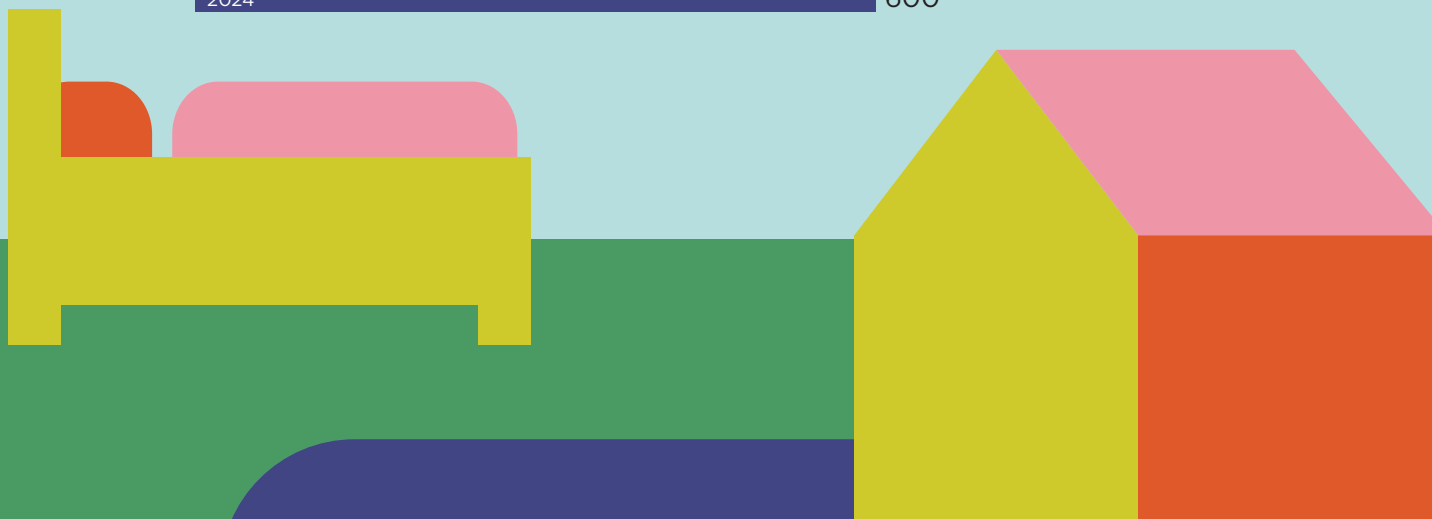
Strategies and Key Objectives

The Framework promotes aligned and coordinated efforts among housing crisis response system stakeholders. Individual programs or initiatives may yield results with a specific subpopulation or group but making progress on the overall size of the homeless population requires a systematic approach.

Housing for a Healthy Santa Cruz County sets out four high-level strategic areas and numerous specific objectives to transform current efforts to address homelessness. The objectives listed below will span over multiple six-month action plan cycles.

How Change Will Happen

1

Build a Coalition

Develop a strong and informed action-oriented partnership with leaders and stakeholders within the community.

2

Prevent Homelessness

Use targeted prevention and early intervention housing problem solving to help people and families keep or return to housing as quickly as possible.

3

Increase Connections

Expand and improve "Front Door" programs and services including outreach, temporary housing and supportive services.

4

Expand Permanent Housing

Increase permanent housing and income growth resources and opportunities to become housed.

1 Build a Coalition

What We Are Doing

Design, launch, and operate a new regional coalition, anchored by a leadership and accountability structure.

Authentically and meaningfully involve people with lived experience of homelessness in system design and oversight.

Establish the Housing for Health (H4H) division within the Human Services Department and provide enough resources to support implementation (including six-month work plans), ongoing data and evaluation, community education, information sharing, and administrative support of the new regional coalition.

Develop and maintain commitment to become fully data-informed at all levels of the housing crisis response system.

Develop collaborative work teams to achieve previously established goals of "functional zero" homelessness among families and veterans.

A Strategic Framework for Addressing Homelessness in Santa Cruz County

2 Prevent Homelessness

What We Are Doing

Implement Housing Problem Solving systemwide by integrating this practice into the countywide Smart Path-Coordinated Entry process, which streamlines access to housing assistance and services.

Coordinate with other local entities to provide targeted prevention assistance; prioritize prevention assistance for those at most severe risk of homelessness.

3 Increase Connections

What We Are Doing

Continue to ensure shelters are safe and supportive environments that protect the health of their residents.

Reduce eligibility barriers to shelters, particularly for people with disabling conditions and/or those with a history of not participating in the existing shelter system.

Ensure shelter residents are provided care management, housing navigation and financial supports that help them secure housing, making shelter stays a brief stop on the pathway to housing. Include rapid housing problem-solving practices in all shelters.

Develop capacity for health- and housing-focused street outreach to connect all people experiencing unsheltered homelessness with crisis support services, while helping them develop a health and housing plan and secure permanent housing.

3 Increase Connections

What We Are Doing (cont.)

Expand and improve health and human service care management and housing navigation programs for people at-risk of or currently experiencing homelessness.

Work together with city jurisdictions and other County departments to identify and implement best practices for collaborative responses to unmanaged homeless encampments and community health and safety issues that arise from people living without shelter in public places.

4 Expand Permanent Housing

What We Are Doing

Work with local jurisdictions to reach a countywide Regional Housing Needs Allocation (RHNA) goal of at least 734 new housing units affordable to people with very low incomes by December 2023.

Develop or purchase housing units specifically targeted to people experiencing homelessness.

Expand and improve the effectiveness of rapid rehousing rental assistance programs to quickly return people to housing.

Develop and execute an engagement strategy for property owner/manager recruitment.

Implement changes to the local Coordinated Entry system to support faster access to housing assistance and services and better housing outcomes.

Acknowledgments

Community Stakeholders

The Homeless Action Partnership, City of Santa Cruz Community Advisory Committee on Homelessness and all the many individuals and organizations that contributed to the development of this Framework.

All persons with lived experience of homelessness, especially those who responded to surveys and participated in focus groups as part of the system assessment and redesign work.

Project Advisory Group

Emily Balli, Deputy Director, Human Services Department, County of Santa Cruz
Mary Beeson, Lived Experience Group
Joey Crottogini, Health Services Manager, County of Santa Cruz
Tony Gardner, Continuum of Care Consultant
Leslie Goodfriend, Senior Health Services Manager, County of Santa Cruz
Gine Johnson, Aide to Supervisor Bruce McPherson, County of Santa Cruz
Phil Kramer, Executive Director, Housing Matters
Don Lane, Principal, Smart Solutions to Homelessness
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Project Funders

City of Capitola
City of Santa Cruz
City of Scotts Valley
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Human Services Department, County of Santa Cruz
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Housing for a Healthy Santa Cruz County calls for the entire community to join in being part of the solution to homelessness.

No single individual, organization, city, or County Department can do this alone. This strategic Framework is one that all stakeholders can use to align, coordinate, and collaborate to accomplish the shared goal of helping unhoused residents in Santa Cruz County secure housing. In a community with a severely limited affordable housing supply and homelessness at a crisis level, it is necessary to invest in and support practices that help the most people get and keep permanent housing. By involving those with histories of homelessness and housing instability in our efforts, setting measurable goals, working collaboratively across sectors on proven strategies, using data to assess progress, and continually improving and refining the work, Santa Cruz County can and will ensure all its residents have a healthy and safe place to call home.

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January 1 – June 30, 2021

Housing for a Healthy Santa Cruz
Six-Month Work Plan

	January	February	March	April	May	June
Build a Coalition	• Start monthly communications workgroup	• Finalize transfer of grants and contracts to new Housing for Health Division • Identify potential funding sources to help with site acquisition costs for shelter and permanent housing projects • Complete DRAFT housing crisis system asset map	• Finalize DRAFT of proposed new coalition board structure • Update "how to get help" info on key websites • Finalize Housing for Health Division FY 21-22 budget • Secure available state funding • Finalize transfer of management of the Homeless Management Information System (HMIS) to Housing for Health Division • Launch family homelessness "getting to zero" workgroup	• Start Data and Evaluation workgroup • Update HMIS policies and procedures • Establish Results Based Accountability (RBA) system • Develop data checking methods to ensure equity in programs • Provide additional Housing for Health staff support for "getting to zero" for homeless veterans' effort	• Incorporate RBA metrics into FY 21-22 contracts • Identify resources and develop core list of training and technical assistance topics to be available for providers • Establish plan for July 2021 launch of lived experience advisory group	• New coalition structure finalized and approved • Finalize Housing for Health Division structure and roles • Finalize HMIS data sharing partnership
Prevent Homelessness			• Support access to federal emergency rental assistance funds for households at greatest risk		• Complete final DRAFT of Housing problem solving policies, procedures, training materials, and recommended HMIS setup	
Increase Connections			• Complete DRAFT set of recommendations for county-city partnerships related to unsafe encampments, etc.	• Develop recommendations for stabilizing funding and operations of shelter and transitional housing programs • Develop proposed action plan for creating and funding FY 21/22 regional, proactive, multi-disciplinary street outreach teams • Launch strength-based care management best practice capacity building effort	• DRAFT shelter operational standards for review by the Homeless Action Partnership or successor • DRAFT updated protocols for managing referrals into shelter and transitional housing programs for FY 21/22 implementation • Develop action plan to establish real-time shelter and transitional housing inventory data • DRAFT proposed plan for operation of a new Safe Parking and/or Safe Camping site in 2021	• Secure and fund long-term locations for low-barrier shelter programs in the cities of Santa Cruz and Watsonville • Secure and fund a long-term location for low-barrier shelter program for homeless youth
Expand Permanent Housing	• Provide support for No Place Like Home permanent supportive housing applications	• Finalize Memorandum of Understanding between Housing for Health Division and the Housing Authority of the County of Santa Cruz to utilize up to 75 non-elderly disabled housing vouchers • Start monthly Housing Authority partnership check-in meetings	• Contract with two nonprofit organizations to operate two new navigation and rapid rehousing programs as part of a COVID-19 "Rehousing Wave" • Contract for a centralized rehousing assistance fund as part of a COVID-19 "Rehousing Wave" • Contract for a Real Estate Partnership program with property owners and managers as part of a COVID-19 "Rehousing Wave"	• Implement new Housing for Health navigation/care management team to help with a COVID-19 "Rehousing Wave" • Support new housing for health navigation teams with intensive training over at least a six-month period • Start housing pipeline group with key stakeholders to support efforts to reach housing targets	• Develop proposal for securing at least one site within the County for a permanent housing project	

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SANTA CRUZ COUNTY

HOUSING FOR A HEALTHY SANTA CRUZ –
COMMUNITY PRESENTATIONS FEEDBACK

Prepared for Housing for Health (H4H) Division by Focus Strategies

12 • 28 • 2020

(916) 436-1836   FocusStrategies.net   340 S Lemon Ave, STE 1815, V

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I. Background

The draft *Housing for a Healthy Santa Cruz: A Strategic Framework for Addressing Homelessness in Santa Cruz County* ("the Framework") was introduced to the community in a series of engagements facilitated by the County Administrator's Office (CAO) and Housing for Health (H4H) Division of the County's Human Services Department. Each presentation included opportunities for participants to ask questions and provide feedback on the Framework. This document summarizes the input received in these meetings.

The table below summarizes the engagement opportunities and the dates they occurred.

Engagement	Date of Engagement
Santa Cruz County Board of Supervisors Study Session	11/10/2020
City of Santa Cruz City Council Meeting	11/10/2020
City of Watsonville City Council Meeting	11/10/2020
City of Capitola City Council Meeting	11/12/2020
CORE Coffee Chat Meeting	11/17/2020
Housing for a Healthy Santa Cruz Community Input Session	11/18/2020
City of Scotts Valley City Council Meeting	11/18/2020
Supervisor Greg Caput Virtual Town Hall	11/19/2020
Supervisor Zach Friend Virtual Town Hall	12/1/2020

II. Summary of Input from Community Presentations

This section provides a summary of the questions and comments from community stakeholders that were provided during the presentations, organized by topic area. Detailed transcripts from each meeting may be found in the next section.

Prevention/Diversion

- Question regarding the role of prevention and its effectiveness. Answer: Framework lists prevention as a standalone strategy and acknowledges a need to sharpen understanding of triggering events and to intercede more quickly.
- Comment on Valley Church United that is a non-profit implementing prevention. Response: Framework will engage not only faith community but philanthropic and non-profits to discuss funding and resources to maximize prevention efforts.
- Comment on the importance of utilizing a person's natural resources to help them get into alternative housing arrangements given the state of the housing market.

Response: Problem solving and addressing barriers to housing is important as part of outreach.

- Question regarding diversion and prevention and whether people are coming to programs from housing. Answer: Framework prioritizes interventions for people that living outside and improving the rate that unsheltered people are getting housing resources.
- Question about whether there are goals for families with dependents that are couch surfing. Answer: These situations fall under prevention and the system is working to respond with targeted prevention for those most at risk.

Outreach and Emergency Services

- Concerns regarding encampments and perceived behaviors of inhabitants including unlawful activities and mental health concerns.
- Question about whether county sales tax (Measure G) for Navigation Centers were brough to fruition and are included in Framework. Answer: Measure G funds are being held to move system towards 24/7 model that includes full services towards a pathway to housing. COVID-19 re-evaluated plans for Navigation Centers due to public health concerns.
- Comment on public education and awareness of available programs and services. Response: Development of a stronger outreach program to ensure people are connected to systems of care is acknowledged as needed.
- Comment on safety measures in shelters, especially for families. Response: COVID-19 funding has expanded security and mental health services in shelters, but funding is temporary, and system would like to sustain this standard once funds go away.
- Request for additional security and staffing at shelters to be proactive about safety.
- Comment that public property rules regarding encampments needs to be clarified and adoption of common practices and protocols is needed to create uniformity in county.
- Comment on County and city ordinances that target and ticket those experiencing homelessness without offering adequate services since shelter is not available. Government entities should treat people with more dignity to encourage them towards a path to housing.
- Question regarding role of transitional housing in the Framework. Answer: Framework highlights ability of the shelter system to provide people with the services they need,

working on the understanding that people need to a safe place to be where they can work on things they need to do to get to housing.

- Concern about use of Watsonville Veterans Hall as temporary housing and the amount of activity near site. Response: County is willing to talk about timing, alternatives, and detrimental behaviors in communities with understanding that this is a collective community conversation about solutions to a growing issue.

- Question regarding assisting people experiencing homelessness that choose to not engage in services due to stigmas. Answer: Conversations are needed within all communities to address why people aren't comfortable coming to the government for services.

- Question as to why emergency shelter developments from CZU fires was not included in Framework. Answer: Framework was completed before CZU fires started but the confounding variable of people losing their homes to the fires will impact the Framework.

- Request to clarify Framework's public encampment response component. Response: Framework commits to conversation about public encampments and working with jurisdictions on guidelines. Broader community context of encampments and health of people in encampments will be considered as well.

- Comment that a lot of energy is placed on housing and more energy should be put on basic needs and helping people residing outside. Response: Acknowledgement that planning process should be transparent about how much funding is available and how community chooses where to put limited resources.

- Suggestion that transitional encampments should be considered as an intervention to be run by non-profit or faith groups.

- Question about plans to provide sanitation and waste management services to unsheltered residents. Answer: Acknowledgement that Framework doesn't talk about the hard questions tied to community response. It is a community effort to meet agreed outcomes for people experience homelessness and should not come as a directive from the Framework.

- Comment on desire to see more support for a warming center and help with basic needs as housing is being built.

- Question about investing in pallet shelters. Answer: Pallet shelters are already being used in the community but discussion moving forward will center on whether they are the best use to achieve goals for more shelter or permanent housing.

- Question regarding common training for shelters. Answer: System is working on bringing in technical assistance for shelter providers. Framework's long-range goal is to standardize shelter system and track measurements and outcomes.
- Question about outreach models to move away from law enforcement. Answer: Framework's vision is for street outreach compliment that works with population that is not connected to case management in shelter. Idea is to move outreach to more housing focused and problem solving oriented, no set models are decided.

Rapid Rehousing and Permanent Supportive Housing

- Concerns about whether rapid rehousing goals in Strategy 2 are ambitious enough. Response: The goal is set based on existing RRH program capacity and funding available. Once the goal is reached, there is a possibility of increasing the amount of RRH slots.
- Comment about Project Homekey. Response: concern regarding Homekey and community's ability to afford to maintain the property as a permanent solution.
- Concern regarding targets and turnover rates to address more than 300 households. Response: Framework does not have a target for new housing units, works with existing housing stock. Framework will have to include working with other jurisdictions to build more affordable housing.
- Question regarding the practical aspects of successfully rapid rehousing households in the community. Answer: Framework calls for educating community on the barriers that cause a housing dearth in the community and historic inability to create a call to action.

Coordinated Entry

- Question about progress of Smart Path System and implementation in community. Answer: The first six-month work plan endeavors to build a better data system including increasing client entries, tracking efforts, and addressing data integrity issues. Acknowledgement that more visibility and public communication is needed for all systems including Smart Path.

Funding

- Interest in funding resources and what projects are funded by the homeless crisis response system. Response: Acknowledgement that more transparency and

communication is needed to describe funding sources available to address homelessness, amounts, allowable uses, and impacts to the community.

- Question regarding funding streams available to cities to help with homelessness efforts. Answer: Cities can apply for funds to address homelessness. Framework hopes to ensure all community partners are "rowing in one direction" and that city and county entities will communicate and commit towards achieving shared goals in Framework to efficiently allocate funds.

- Concern regarding funding that is coming into community and fidelity to Framework as it is being adopted and six-month work plans are being developed. Response: Funding coming into the community is already being applied to the Framework and first six-month work plan will outline how money currently flowing in is being purposed. The intention of the Framework is to also connect with other systems of care and understand how their funding is connected to this framework and to align investments.

- Question regarding how new funding allocations will differ from previous funding rounds. Answer: Framework intends for funding to be more transparent, there will be data tracking and understanding of the impacts funding is having.

- Question about how Framework relates to CORE funding and guide for housing decisions. Answer: Housing for a Healthy Santa Cruz replaces the All In Plan for CORE funding. CORE funding RFP will rely on consensus with CORE partners regarding what priorities are. Plan is intended to provide structure for CORE, HEAP, state, and federal dollars.

- Question regarding sustaining funding and siting for encampments. Answer: Community conversation must take place to discuss funding for encampments and the potential uses for flexible and inflexible dollars in emergency response.

Data Analysis

- Question as to whether people experiencing homeless are local or from other areas. Answer: Research in the community confirms that three-quarters of people experiencing homelessness in the community lost their housing in Santa Cruz County. The Framework outlines a goal to increase data collection and track measures over time.

- Question regarding measuring impacts of emergency response to homelessness on the local healthcare system. Answer: Framework intends to link HMIS system to local healthcare data with goal of getting housing-related information integrated with

healthcare data. Impacts would equate to moving the community towards more humane treatment that will support people to live and stay in stable housing.

- Comment that consistent analysis of demographics should be a part of Framework to ensure people do not "fall through the cracks." Response: Six-month work plan may be an area for this analysis rather than the Framework. Framework focuses on being data-driven and six-month work plan is where data system improvement and tracking and reporting can happen.

- Question on whether an analysis will be performed for clients that are exited for programs due to behavior. Answer: Upcoming equity study will look at exits, what barriers exist, and what community thinks is important to include.

- Question about integrity of data being collected in system. Answer: The system underwent a major data clean up last year and HMIS has been moved in-house. All HMIS user agencies will have a HMIS lead person that will participate in meetings to ensure data quality moving forward.

- Question on who the new HMIS point person is. Answer: Stacy Holmes at Bitfocus is available and Jessica Scheiner in H4H is the local point person.

Housing Development

- Question regarding use of mixed housing in the community. Answer: Acknowledgement that mixed housing are impactful projects and increases the amount of housing opportunities for people at lower income brackets.

- Interest in whether tiny homes will be included in Framework. Response: Creative housing solutions and creation of smaller housing units is an opportunity to be explored. System leadership is being mindful of inherent costs associated with tiny homes such as electricity, water, and sewer hookups; land preparation; and how many units are feasible on a property. There is potential for the addition of ADUs as part of supporting homeowners in adding structures to housing market.

- Question regarding role of tiny homes as part of the solution. Answer: Local discussion is needed to determine pros and cons of including tiny homes as well as use as non-congregate shelter or permanent housing.

- Concerns regarding the loss of redevelopment agencies and new funding streams being "one time" money. Response: Framework looks to leverage city funds and the importance of being organized and understanding different funding streams. Focus should also be placed on state and federal lobbying for additional funding.

- Comment regarding housing development including raising required inclusionary affordable housing mandates, use of tiny homes, and addressing ADU hookups.
- Question regarding using old hotels as transitional housing. Answer: Conversion costs of reverting hotel rooms to permanent housing are high in the community, resulting in a non-competitive application for Homekey funds. System plans to apply for future likely funds to pursue Homekey.
- Request for clarification on approach to developing housing stock with private and public entities. Response: The Framework focuses on permanent supportive housing and rapid rehousing opportunities as they are stretch but attainable goals. There is a gap in new extremely low income affordable housing units and the Framework may be revised to include an ELI housing goal if a situation presents itself for creation of new units.
- Comment on identifying housing supply as gap in Framework. Response: Gap in extremely low income housing is acknowledged but there is no goal to build outside of permanent supportive housing.
- Question on whether existing projects that are slated for completion are part of projected housing being created. Answer: Modeling work in Framework took into account units in the current community pipeline and Framework goals can be adjusted if community feels housing projections are too low.
- Question regarding working with planning department and constructing tiny homes. Answer: H4H is working with funding applications with the planning department and there may be interest for tiny homes in the future.
- Question regarding zoning issues and density. Answer: This policy area isn't included in the Framework but is an external issue that affects ability of Framework to be successful.

Governance

- Question regarding governance structure and purview and function of new governance group. Answer: Prior governance working group suggested a County Commission-esque structure that is layered with the CoC. Framework promotes new approach to decision making at a higher policy and prioritization level and working towards a final structure. Goal is for elected officials to be a part of the governance structure to increase clarity, organization, and understanding of the process of decision making.

- Comment on need to address jurisdiction and boundaries to catalyze action across the region regarding solutions and funding.
- Question regarding what specific thing cities can do to help. Answer: There are many areas that County and cities have to think through together and work out mutual agreement. County would be interested in learning about champions of certain priority areas to ensure they are a part of planning efforts.
- Question regarding active roles of community-based partners and cities. Answer: Six-month work plans will outline roles and responsibilities in key areas. The work will be outlined, parties named, results tracked and reported transparently. Governance will also be a priority to have shared decision making formalized for critical immediate work.
- Comment that engagement process for the development of the Framework has better incorporated the voices of different partners so they feel a greater stake in the plan.
- Comment that elected officials have a part in standing up and accomplishing the goals in the Framework.
- Comment on the importance of collaboration between County and city entities.
- Question regarding partnership with university to increase communication around Framework goals and suggestion to engage educational institutions through County's College and Career Readiness Program. Answer: Acknowledgement that universities are partners that must be a part of the Framework.
- Comment on desire to see an organizational chart of parties a part of Framework implementation and development.
- Question regarding involving people with lived experience as part of program design and operations. Answer: Framework prioritizes building support and ongoing engagement of people with lived experience as part of governance.
- Question on timeline for electeds to get involved in Framework. Answer: System is working on plan to create collective impact and incorporate jurisdictional involvement moving forward.
- Question on timing and function of new governance structure. Answer: Plans for the governance structure include an entity to oversee and coordinate funding and that reflects broad representation in the community while being reflective of best governance practices in other places. County Housing for Health department will begin to produce information that will help with consistent messaging and understanding on new governance entity.

- Question regarding the level of engagement programs have with people experiencing homelessness. Answer: The Framework's values include being person-centered and improving practices that get a household the correct resource connections. The Framework aims to create a consistent experience for clients. Administratively, it also includes ensuring that the voices of those with lived experience are included in system design.
- Comment that it is important for stakeholders to include elected officials in cities.
- Question on how people with lived experience give feedback. Answer: The Framework will have opportunities to engage people with lived experience and the long term plan is to have a lived experience workgroup as part of the governance structure.

Communication

- Concerns regarding denial of mental health and substance use services for those experiencing homelessness. Response: Treatment is a multi-disciplinary problem that involves health services and needs to tie to broader conversation on complexities faced by the homeless population. Health Services leadership is already engaged with County team to work on nexus of housing and health.
- Concern regarding lack of city resources to address homelessness and need for County to bring additional resources to address concerns. Response: Framework is meant to address need for more robust services to move from shelter to housing including funding for more case management, RRH slots, and housing navigation. Acknowledgement of a need to be more explicit about toolkit available to address homelessness and to have more conversations with jurisdictions that inform decisions on how to use limited funds.
- Question about plans to engage Monterey County re: homelessness in Pajaro Valley. Answer: Six-month work plan hopes to be specific about partners and what is needed from all parties to successfully implement Framework.
- Question regarding how quantitative goals in Framework were set. Answer: Explanation given of Focus Strategies system performance analysis process and resulting predictive modeling work.
- Comment that if Framework does not reference community input then it should reference a document that does. Response: Acknowledgement that community conversation should be had to identify impacts that includes the right mix of people to be at the table.

- Question regarding how people formerly experiencing homelessness are engaged and how general public can stay engaged. Answer: Framework is informed by and will continue to be informed by people with lived experience. Public engagement will be enhanced through data usage and presenting findings through mechanism such as dashboards and how the governance structure can make priorities more visible.

Subpopulation

- Comment regarding lack of strategies to address chronic homelessness.
- Question regarding plans to address Veteran homelessness. Answer: Emphasis was placed on collaborating with system partners and mapping resources to maximize service delivery and funds available.
- Comment regarding barriers to homelessness services for undocumented immigrants. Response: Acknowledgement that documentation is a barrier to services.
- Question regarding prioritizing housing for women and children. Answer: There are a number of subpopulations that are deserving of attention and conversation should take place throughout the three-year planning period.
- Request to call out specific methods to address youth and young adults. Response: Acknowledgement that the Framework should reference the community's Youth Homelessness Demonstration Program Plan.

Other

- Question regarding eviction moratorium and effects on landlords and tenants. Answer: Acknowledgement that the moratorium is not a unique City or County decision but a national discussion that the community can help raise the importance of.
- Question regarding successful models to address homelessness in other communities. Answer: The Framework is modeled after same elements of success found in other communities and tracking core metrics for people navigating the system will help with showing which interventions are successful.
- Desire to see employment programs as part of Framework. Response: Acknowledgement that many people that are eligible for relief and unemployment programs may not be connected to services. Goal is to connect every person experiencing homelessness to existing, already funded programs.

- Question regarding the income stability of people in homelessness system and ability to retain housing. Answer: Continued conversation is needed to look at local housing supply and housing products to address affordability and income.
- Question regarding working with courts to repair credit to reduce barriers to housing. Answer: System has to bring resources together to address housing navigation and care management in addressing barriers.
- Suggestion to engage older residents with extra bedrooms to be part of solution to homelessness.
- Question regarding whether a South County specific strategy is included. Answer: Framework addresses equity and disproportionality which includes looking at changes to homeless solutions and priorities based on geographical area.
- Question on whether there is a plan to address lifting of eviction moratorium. Answer: System leadership is aware of the possibility of a worsening crisis. Goal is for there to be continued creativity to look at lobbying for state and federal waivers and expanding and sustaining rental assistance programs in the community.
- Question regarding what Framework was modeled after; if there are previous success metrics and implementation seen elsewhere. Answer: Framework is modeled after best practices using a systems approach. Plan is not a "cookie cutter" document and was developed with local community in mind while being informed by practices nationwide.
- Request to clarify meaning of "care management" and "case management". Response: County has secured funding for care and case management to address capacity needed to work closely with someone to get to housing, both are being enacted in community and there is a desire to make programs more robust. Program plan includes community collaboratives to enact standards of care and intentional implementation of best practices.
- Comment on public perception of drug use and homelessness; this needs to be part of the approach. Framework needs to acknowledge concerns and get more people behind the work.
- Comment that credit reports are barriers for clients with Housing Choice Vouchers. Response: Policy issues around housing are not in authority of homelessness system but system can help with landlord engagement and working to address system deficits with partners such as the Housing Authority.
- Question on whether non-profit contracts will be modified to increase collaboration, especially with landlord engagement since so many non-profits are competing to

house with the same landlord. Answer: No plans are in place to modify contracts but there will be more targeted outcomes in future contracts and emphasis on project performance. System has intent to separate housing navigation role focused on clients from property search responsibilities and have a position dedicated to building a pipeline of housing stock.

- Comment that competition within the provider environment is not helpful, especially with benchmarks on housing since work is more comprehensive than just housing. Response: The Framework supports recognizing capacity building for agencies while understanding that the housing market is a constrained resource.

III. Transcripts

The remainder of this document provides transcripts of the discussion from each of the community engagement meetings.

County of Santa Cruz Board of Supervisors Study Session

- Q on Strategy 2 from Super. Leopold: The efforts around RRH seem really important when you look at the PIT Count and 40% being homeless for the first time. We had something between 40-50% in the PIT Census over the last six years that I could remember. Being able to stop hln, that being our best chance to stem the flow, so if we look at these goals for RRH – do you think that is ambitious enough if we are going to stem the tide?
- EB: I think we're trying to have both stretch goals but that are doable. All of us would love to increase our RRH slots beyond 350 but that a large increase already beyond what we have today and some of the is a function of funding. This is not something we've done incredibly well to data and it one of the things within this strategy is how to offer that program better. 350, if we are able to do that, we will be able to achieve the goals the RM spoke to around a 30% reduction in hln overall, if we can do better, we'll absolutely assure ourselves in reaching that and perhaps so better. As you said, John, some of this is absolutely about prevention.
- Q from Super. Friend: I have a question to bring up on community based partnerships – I view the core strategies as individual legs of a chair. If any one of them were to succeed, then I think the whole system that we are presenting here would be ineffectual. Within those strategies, it is clear there are things that the County has agency in, ownership of, or really just sets the stage in. But a lot of things we don't, while RM alluded to that to some degree. I think that this point can't be overstated.

There tends to be a focus on an individual entity to resolve some things because ppl think it fits within the purview of x or y. I do think that the County is taking a leadership and ownership role in this by the creation of the new office and what we're speaking about today. I'm interested in hearing more specifics beyond, you said the work and partnership are words. In these six month breakdowns periods that we get these updates; realistically for this to succeed we need to know how these partners are also playing a direct role in this. Otherwise, we are going to end up right where we are not and I am interested in hearing how actionably the community based partners and the other cities (which I'm really grateful to see some of them participating in this meeting now virtually), as well as community based partners and less or greater degree the other localities. How you anticipate them playing a very active role in this process?

- EB: As you mentioned, part of it is how we put together those six month work plans. Particularly, roles and responsibilities within that – that has to be one of the cornerstones of the designs of those structures. The other thing is where we prioritize the overall question of governance. This is something that was started before I started in 2017, to revamp the broader governance and priority setting around this topic. We started down the path in one of our work groups in this recent effort as well. It's both straightforward and complex at the same time. I think focusing on this early in this 3-year process to articulate roles and responsibilities; and shared decision making in a very formal way will be part of that critical immediate work.

- RM: This is a hypothetical example about the process and the bridge we need to build between this plan and when we come back to your Board and all 4 city councils in 2021 when we have our first six month plan. So the process would be, if we have funding that allows us to develop some AH, and there's potential unincorporated board or County planning commission. The process is we would want to talk to Kathy and the Planning Commission and your Board and get agreement about putting on the six month plan – we have this opportunity. If it's in the city jurisdiction, we would want to work with the city and talk to them, talk to their planning dept. No gotchas, ambushes and identify the potential so when the plan is lifted up – we name who those parties are, they agree to being name in there, and we track it and report it openly and transparently in city council meetings and at the board so there are more ppl engaged in this and not just us. That' an example because the siting issue is so complex in City and in county. That's one where we want to work with the entities to name it and be willing to participate and have a role in the six month plan and talk about it as the plan rolls out.

- Super. Friend: I didn't mean to articulate that the sole responsibility falls on the County or that I have a concern with that. Every jurisdiction will always feel like they are disproportionately burdened by certain process and that is just natural when you represent a certain area. Areas will feel like they take a disproportionate load or responsibility – be it one of the two major cities in our county or the unincorporated area. To broaden that, we can all recognize that that is going to be an obstacle. That any individual jurisdiction will feel like they are shouldering more than the others. With that said, I hear that this will be broken into a six month actionable plan process. I just think that we have a borderline, sufficient (?) issue in coastal CA with the cost of living and overall land use challenges, that have lead to a massive amount of hln in our state that doesn't happen across the country even if there are increased rates across the country. What I'm saying is that I need to be assured if we're taking a lead on this, that everybody does have a responsibility within the jurisdiction to really own and responsibility has be more than just shared. It has to be owned across the jurisdictions and these six month check ins will be very honest and soul searching about whether or not we are meeting these markers in a way and whether we can shift this trajectory otherwise it's just a plan that goes up on a shelf, which nobody wants. That's what I'm hoping in these six month processes to really get those accountability measure for all of us, for me an unincorporated representative and representing some cities, and for city council members that just represent their individual jurisdictions.
- Super. Kunerty: I have a question and I'll have comment and appreciations for our county leadership's efforts in this. But my initial question is we had some funding coming in right now and we hopefully will have more funding coming in for the next month or two. I want to know how we make sure we're applying the principles and approaches that are being called for in this FS report to that money even though we may not have adopted the first six month plan or the Action Plan. Two items on today's consent agenda that reference this and I want to know how we're going to start doing the work now as money comes in even though we may not have adopted the strategy and the work plan yet and start to make process.
- RM: Super. Kunerty, we are guilty of being presumptuous that you would support this plan and the money that is coming in is coming within this frame. We are already queuing it for the first two months of this new office and gearing up for coming back to your board and to city council with a six month plan that shows how we purposed that money in this frame and that is part of the first six month plan. We are already doing it based on the discussions that have come forward both publicly and in meetings with your offices – that this is an agreeable approach and framework. So

we're already doing it basically is the answer and you can hold us accountable and the public can when we come back in 2021 to show how we've done it and how it looks in that first plan.

- EB: I would add one other thing – when we started that work, I harken back to a conversation that I had with HSA Director Hall, my dear colleague Mimi. She said we need this framework so it's not just the work on the hl system but the other systems of care that they then have something to look at and identify how they relate to the goals, how do those investments either new or current relate to this framework. It's maybe a little bit removed from the directness that RM spoke to; it's specific funding that is articulated for hln. The other intention of this framework is to provide a basis to look at other systems of care and how they are connecting to this framework. How are our BH dollars are being leveraged to support the work here as well. It's a little bit more of a construct but it's something that we can now use and start with to evaluate each and every investment moving forward and is it moving towards these goals. So I think that's one other important advantage of what we're proposing in the framework today. It allows us to look at these other funding streams and articulate "are these aligned? Are they not? How do we do that?"

- Super. Leopold: You mentioned RM, that you already looked at this framework as we seek these additional dollars and I wondered if you can say under this new framework, 18 months ago we received $10-11M – how will the next flood of funding look different in the allocation of those resources look different from the way it was last time?

- RM: Very good question, I would like to think, no part of the question is more transparent, it is clear to us the word you very politely asked us to consider is "digestible." So that when this money lands, it's in this frame, there's data tracking how we're doing, and when we come back to you in January, you'll see it in the framework, in that plan, the plan is digestible and ppl can track better. Right now, it's a mystery, money is going into this amorphous system and it's hard to track it. I would like it to be clear how the money came in. And to oversimplify the $9M the Super. McPherson asked about earlier, that really breaks down to really make sure we have funding to keep this COVID system in place that is serving up to 1,000 ppl a month and not pulling the rug out from under them. A very defined chapter while focusing the balance towards these three strategies. So hopefully it lands in a way that fits within this and ppl can just track easier and I'd like to think, EB has mentioned this and I feel the pressures and expectations, to have better data and we can be upfront and

preemptive during the process how the money has landed and are we moving the needle. We need to talk about what we need, I hope that happens.

- Super. Leopold: This has some very ambitious goals, which is good and I know that there will be a sufficient amount of sweat between now and three years from now to make sure we achieve those goals. But there will be – the state has not replaced our funding for AH that was lost when redevelopment agencies were eliminated, is just coming through with these one time funds and it's not something we can count on to know we're going to get "x" number of a dollars each year. It varies and changes, there's new foci by the administration. It's difficult but it sounds like future funds, those decisions will be made by all the jurisdictions together, these partners that you've listed here.

- RM: Let me answer in two ways: for money that comes into the county CoC, we would like to have a partnership with city jurisdictions, cities get some money too, we would like them to have a partnership with us, it's all in this frame. Again so it is all transparent, it's more open and it fits within the tracking. The second part is it seems inevitable that with the nature of this crisis, in CA and nationally, we can also do a better job parsing out what needs state and federal intervention and concurrently focus on lobbying and looking for philanthropic funds, going after grants as we do now but more. I think, I'm not sure about DC, but CA is hungry for solutions to this issue and it's so hard to find one if somebody can move the needle well, ppl are willing to invest in it. Right now, no one know where the investment goes because it just drops in this big amorphous system. So I want to underline the importance of being organized and focusing on our state and federal lobbying as well.

- Super Leopold: The last question I'll ask is you looked at all our other systems of care funding and we're going to be doing a new round of CORE funding sometime next year. The first time we did CORE funding we used the All In Plan as sort of a guidepost on how we make decisions. Would you assume we are not going to use that Plan but we're going to use this new Housing for a Healthy Santa Cruz as our guidepost for those housing decisions? Do you think about all the other investments we made being linked through that CORE funding program and will our partners see it the same way?

- RM: Short answer is yes of course, we have to have this be the frame because it is the replacement frame. The next set of slides, you'll see a reference to CORE. We want to engage our partners. How will they see it? I can't speak for them but this is one of the things that fully is in your Board's control when you have discretionary general fund money. And we will again try to be very transparent, we will be back in front of you with a deferral item in early 2021 talking about the process building up to the RFP

next summer that we put out under your guidance. All that can come together and as you know we've been doing a lot of work with our CORE partners to try to build some consensus towards this movement we've been working on. So I hope it will fold together nicely but I obviously can't speak for them, their community organizations are struggling quite a bit and I understand their struggles with needing more money because they can do better if they had more money. That's the challenge there's not enough.

- EB: I would add another point of connecting the money dots with this. When we were looking at the original HEAP dollars, we went through a local prioritization process because we recognize in the HAP community that we were putting together proposal that chased the funding requirements of the funder. It wasn't based on local priorities. I think one of the critiques of our HEAP decisions was we didn't have something like this to drive what we were going to do. We had literally just started this process and had to make those decisions. Whether it's CORE, state, or federal dollars; this provides us our own local structure. Of course you have to align with funder eligibility and requirements but it's finding that sweet spot between the two and finding that structure that is specific and focused as this will just make that process cleaner as we move forward.

- Super. Caput: We're being proactive and we're trying to solve a problem that is a difficult one to deal with. It has a lot of moving parts, the longer we're going forward and expanding, the more responsibilities we have personally. I rather be proactive on some things rather than waiting for something to go wrong and all of a sudden we have to deal with that. One is security and the future with the shelters. The Watsonville shelter, they're doing a great job. The shelter has been in place for months now, they're doing great and it's men, women, and children of young ages in one building. If something goes wrong, one of the children gets hurt by somebody and the showers are men and women in the same open gymnasium area. I'm getting at, as well as it's going, we're owning responsibility now as time goes by. I'm worried about staffing, someone doesn't show up and you only have one or two at night there because someone called in sick or whatever. We need more staffing and security. The high school is right across the street. Some of the hl don't want to live in shelter because there are rules and so they're camping out across the street at the high school. The high school doesn't have students right now, so it's not a big deal, but it will become a big deal in the future. The other thing is normally with AH, you have to have a minimal amount of income coming in to even qualify like Section 8 or whatever. Even with Section 8, there's gov't assistance to help pay the rent, the person has to have some

kind of income to add to it. We're talking about ppl with income coming in somewhere or are there a few falling in the cracks? We're talking ppl that are hl but not because they can't handle money they have coming in?

- EB: We have a variety of experiences with income levels with our hl residents. Some are working, it's the cost of housing here. Some are not, some are gravely disabled. We have to have a variety of housing options to address different income realities. When talk about something like PSH, that's for folks that really are not able to live independently and have the economic means, but other things that are we are talking about is really about affordability. Again, that question of how are rents affordable and how are they subsidized so when we look at our housing supply, that's going to be part of the questions we get at. We are going to need a lot of different housing products to get at income.

- Super. Caput: Let's say I show up and I'm from another country and I have no documentation and I only speak a different language, and how am I going to qualify to get some housing there?

- EB: We have lots of different experiences with folks coming into the community, immigrating in and how they access services. As we know, someone's documentation definitely can be a barrier to accessing services.

- Super. Caput: The last thing, if let's say when I talk about becoming the landlord or the owner – we're actually going to own certain responsibilities in the future. I have a house and I open it up to Section 8 and I allow the house to fall into disrepair, I don't run it well, or fix things quickly, then I'm responsible. As the BOS and County working on these problems, if we own the problem and the fact that we have so much garbage piling up because we have more and more coming. We have health and safety and we have to look at that real close so we don't become a bad landlord. So I'll let that go.

- Marilyn (I'm pretty sure she's a gadfly, she gave me a handout on electromagnetic waves last time I was in SCZ): We're working in a system of capitalism, that's the problem. I have something that I want you to give you for the centers – feeling sad and depressed it says, are you anxious and depressed about the future, you might be suffering from capitalism. Symptoms may include hln, unemployment, poverty, hunger, feelings of helplessness, fear, apathy, loss of identify, loss of free speech, suicidal and revolutionary thoughts and death. I don't know what can be solved in this system and it has only gotten worse with this COVID and there is a quote here from Rocco Golotti for Constitution Rights Center in Canada, he quotes the University of Maine, Germany study. 14 countries with little to no COVID measures feared no worse and mostly better than the countries that imposed COVID measure. Robert F.

Kennedy Jr.'s website – Children's Defense, he comments on statistically where there's more unemployment, there is more death because of these restriction. The hunger, the poverty, suicide, increase in DV. Many more ppl will die from this than any virus. There's no evidence that masks and social distancing and all that really helps. You talk about healthy SCZ, focusing on hln. We have an unhealthy environment with all the wireless microwave assault on everyone causing the mental health issues and the illness on health. We have all these disinfectants and poisons and pesticides. When you talk about Healthy SCZ, it's important to remove these known sources of harm. I'll leave you with a copy of this. It's a system problem.

- Becky Steinburner: I really applaud the County getting things together so there's an overarching plan moving forward. I really like that there will be six month work plans where everything is evaluated so flexibility. I really like that you are working together with the cities, I heard a lot of complaints about that in SCZ City Council meetings. One thing I think this Board can do, is look at increasing the percentage of required inclusionary AH in new developments. We're still working under Measure J with a 15%, Watsonville City has 20%. Why don't we increase that requirement for a higher number of units in new developments for inclusionary housing. We need to look at tiny homes as being part of the solution and that's not really been address by this County or your board and that is something that could happen. The problem with the ADUs in mid-County is the high cost of water service connections with Socal Creek Water district. It's from $22-30k for a new hook up and they require new connections for ADUs. So that's a problem and I think we need to be talking with our water districts about that issue/barrier. I want to confirm that there have been no cases of COVID within the hl population in this county. I hope that this is true. I have concern about the PRK allowed County to rent hotel rooms, Homekey would allow county to buy the hotels. Is that something that this County can really afford to do and maintain going forward as a permanent solution. I want clarification because I worry. I appreciate the frank conversation on how the $10M grant was used, nothing got built. It all went to non-gov't services and nothing changed in terms of providing housing. I appreciate Super. McPherson's question, how are we going to spend the $9M coming in to really make a difference. I really applaud your questioning the use of that money especially when ppl have come here and complained about Encompass lying for contracts to get housing. That has never been addressed, Mr. Tony Crane has come here many times.
- Woman A: I complained about the MH department and for an investigation because of kidnapping and slavery, brainwashing, and mismanagement – it's outrageous. And about housing, my daughter was in line for a Section 8 voucher since 2008. She had a

diagnosis like a learning disability and as soon as I moved in here after my daughter had a traumatic brain injury to help her out with health insurance and everything. The County was pushing me away and trying to isolate my daughter away from me, they were doing this constantly everyday. My daughter was never able to get a Section 8 voucher. When the health department made my daughter very sick because they kidnapped her and isolated her and misdiagnosed and mistreated her. My name was added to the voucher because my daughter lost her ability to be independent due to brainwashing. Housing Authority did not consider my daughter's request, if it's verbal, in written request, it was never considered anyway. Whatever she asked as disregarded and denied. My daughter was homeless until March this year, no one believed it was possible in the County which stole my daughter from me and ??? her three times. But still she was not considered for any housing, and she's not in line for AH, they finally gave her a Section 8 voucher this year on March after I complained. Now they want to take that voucher away from her since she cannot handle independence anymore since she was made sick by the MH department. I need help for my daughter's housing and the County prohibited anyone helping me. Not even legal help, I went to legal aid – every time I go there, they don't let me schedule an appt, they know my face. I'm prohibited to get any legal help or help my daughter as well. This is my request to get my daughter on healthcare and not lose Section 8 – she's been waiting 12 years.

- Serg Kagno: Good Morning. My name is Serg Kagno. I am an organizational consultant for homeless services. I am on the County's Mental Health Advisory Board with Chairman Caput. I was a member of the City of Santa Cruz's Community Advisory Committee on Homelessness. I have been on our Grand Jury. I am a member of the newly formed Neighborhood Courts. I created the Stepping Up Santa Cruz Homeless Services Directory. I am the executive directory of the new Recovery Cafe Santa Cruz that we hope to do a presentation to the Board in an upcoming meeting. .... I want to express my great appreciation and respect for the staff that supported bringing this Framework forward, for Focused Strategies for leading the way, and for all ready and focused on doing the hard work in this plan. I appreciate the desire to solve homelessness without judgment, to offer safety, compassion, a willingness to see the actual people on our streets who are unhoused, those looking for help, and those afraid, untrusting, and resistant to receiving help. What we must admit is that our community has voices of compassion and following Best Practices which have been proven outcomes nationally and internationally, as well as voices that lack compassion, that deny Best Practices, and that always say "Go away. You are someone

else's problem". As Director Morris said, we need to collaborate. To collectively move forward with this Framework, we must admit that some of our ordinances, both City of Santa Cruz, and County of Santa Cruz, target those experiencing homelessness. The County still has 9.36.080 banning overnight car camping on county roads though the Coastal Commission wrote a letter notifying the County that this was not allowed. We must admit that the City of Santa Cruz's ordinances and ticketing of those forced to live outside makes the inclusion, the engagement, and the housing of them impossible. Forgive me, but what I could not find in this Framework, though I saw focusing on low barrier and in our shelters, and focusing on training and housing for our outreach staff, what I did not see in this Framework is how city and county ordinances, and law enforcement citations, and not allowing those forced to camp outside to find a safe place without continually being moved along (because we will do not have enough shelter for everyone), without being offered adequate, and consistent, bathroom, shower, and trash services. What we also need to move towards to support this amazing Framework, is treating those not in any of our programs with dignity to encourage them to be join us on the path towards housing. These are hard conversations, and the community voice is actually making the achieving of our goals more difficult. I want to thank Focus Strategies, Elissa Benson, Randy Morris, and all of the many, many staff of the county, of the cities, of our nonprofits, of the faith community, and of those on the streets, who are still willing to dream and are willing to step together to achieve the goals in this Framework. Be safe. And have a great day!

- Super. Kunerty: This is an issue that for too many years, jurisdictions have pointed the finger at each other or other entities and because it is such a hard problem, no one wanted to take responsibility. I wanted to appreciate the work and leadership by the County to step up and say "let's look at our system, what's working and not working, what strategies work in other places, and what we can employ here." I want to acknowledge that we are setting a concrete goal on reducing the number of households exp. unsheltered hln by 50% and the number of households exp. hln by 30%. That's a big goal but we have a series of approaches that are meaningful. The fact that all of this is done and continues during COVID is a challenge but informative. We now have more shelter than any of us thought possible a year or two ago. But we also see all that shelter, the problem is still getting worse – there are still more encampments, families suffering, more community impacts. Recognizing that we will never be able to construct enough shelter for those in need, that putting ppl on a list in which they will never get to housing, a list to nowhere, and instead saying let's use

resources and relationships that you have as an individual. Let's repair them, give you the tools to build those relationships to find housing here or other places, is a much more humane and effective approach to addressing hln in our community. I appreciate the efforts, I don't think it'll be easy. There are times when we set these goals and we may come up short. As long as we are trying and iterating and changing to adapt in circumstances, I think our community, esp. those exp hln will be better served. I want to appreciate where we are today and look forward to tomorrow.

- Super. Leopold: I appreciate the remark my colleague just made. I also want to thank the staff in their work putting this together, it has taken longer than usual given the nature of this year. But it does represent the latest effort to think about how we do hl services differently so we can have better results. I was on this board and participated for the Smart Solutions for Hln and the creation of the All In Plan, which involved hundreds of ppl in the community. Which had a series of bold goals to eliminate hln in SCZ County. That was adopted by our board and the rest of the jurisdiction, one of the requests that the report made was we have a person responsible for hln, situated in the CAO office. At the time, that's where the community felt was the best place to address these issues and raise its visibility. There were other requests in there to raise the ambitious goals, I think 60k units of housing. I think everyone realized at the time they were overly ambitious. But it started a change in the way we do things here in SCZ County. The efforts county staff had made to form a governance structure so decisions could be made but with all the jurisdictions. In some ways, it sounds like boring work and esp. hard for the public to understand but obviously critical that everyone is working on the same page and investing towards the same goals. The FS process to me, has proven a better way to incorporate those voices. Our partners feel a greater stake in the plan, we've identified 3-4 key goals, while ambitious, while stretching can be accomplished. There are a lot of strategies and goal and plan makers love those things but to RM's point, it's easy to understand how we're going to add to the housing stock, reduce the number of ppl who are exp. hln in our community. Those are things ppl can understand. I appreciate the hard work in getting us to that place. I do think in the future, it's gonna take leadership on every level to help accomplish these goals – ensuring that there are resources, standing up to site new housing projects, to do the hard work of working together and building coalition to collaborate and not point fingers. That's work that can be done by staff but are in part for elected officials. I think we do have elected officials that are committed to these tasks and are willing to put time in to make it happen. I do think we have staff

to address this problem as successfully as possible. I appreciate the work that went into this plan and I look forward to seeing how it rolls out in the next couple of years.

- Super. McPherson: Want to thank CAO Office, esp. EB and RM. I know it's going to be difficult to keep on track but having six month review is vitally important so we know where we've been and where we aim to go in the future. I think the promise and potential of this plan depends on the road the County and as well as the four cities and our service partners in the nonprofit world to work together to make meaningful progress towards prevention to begin with and then work diligently to get those that are hl back on track. I think the true success of this plan is how we operationalize these strategies and ensure each of us stays committed to owning our own rule and managing the outcomes. We've built flexibility into the plan as well as frequent reports back to ensure this happens. I want to call out two goals that are important: Goal 1.4c the outreach to ppl exp hln that includes PS and barriers to getting them housed. Even when presented with a pathway to housing, not everyone can get there right away for a variety of reasons so we need to meet ppl where they are and problem solve to lift them out of this hln. Then goal 4f to clarify public property rules regarding encampments. This is a big gap that contributes to the visibility of ppl living on the streets and I would go even further with this goal to say we need to seek the adoption of common practices and protocols within jurisdictions regarding the outreach and enforcement so they are uniform throughout the county. This would get us to a cooperative effort with our four cities and I think this would be a welcome addition if we had common practices and protocols to follow. I think there are some included here but I would like to highlight then even more. I think this framework is a great start and represents the contract that we are making with the community to make things better together. Thank all the contributed to this at this point, this will help us get grants and funding in the future – that's one of the uncertainties we face is we don't know how much funding we'll have to carry out these ambitious programs. I think it's an ambitious goal to reduce those unsheltered by 50% in three years, and to let ppl know that if we do that, we'll still have hl ppl out there. If we accomplish that goal, it'll be a tremendous accomplishment and we're going to get there together. I really look forward to working with city partners and reducing this era of hln we're all seeing.

City of Santa Cruz City Council Meeting

- Cmbr Cummings: Thank you for work you've done to get this started esp. to stand up COVID response and fire response. I can't imagine how big of a lift this is. I know this is something all the councilmembers are concerned about and community members

care about. I think it's a great opportunity to continue to have conversations on how we can work together.

- Cmbr Golder: I echo Cummings comments – I am pleased with this and it's the most exciting things I've seen all month and I'm excited about the future. My one question, when you were talking about increasing very low housing. Is that for City or County? With that, my only question is, let's say someone gets in there – if there's no turnover, because we want them to stay housed, that's only 300 or something inds. Or families.

- EB: it is county-wide, it expands our RRH programming countywide. When we talk about the modeling, the RRH says that the concept is providing support or a limited amount of time and they get to the point where they can sustain themselves. I mentioned, that's not new housing units – it's new support for helping ppl get into housing units. You did sort of by way of your question, we don't have in this plan, a target around new housing units. That's something that I will throw out there – it's not there. I get feedback on that and that's something we may want to discuss, it's something that community and new governance structure wants to highlight going forward. I will say that the City of SCZ has worked actively to do more AH, not all jurisdictions is as successful as you guys, that's another piece of the pie we're going to be honestly dealing with.

- Cmbr Golder: I think one obstacle for individuals can be their credit. With the criminal justice system ticketing their credit, is there a unique collaboration with the courts to try to figure out how to overcome some of this and repair an individual's credit so that they can get to a place where they have more financial independence?

- EB: The framework doesn't get into that level of detail but when we talk about barriers that is exactly the kind of stuff that housing navigation and care management has to look at. What is that specific thing that is holding someone back? Maybe it's someone who is working, whether criminal justice involved or not, but they have bad credit history. So how do we bring the resources together? Again, I think this is where we bring the resources together, it takes a village to address some of those things. If that is the barrier that person has, how do we work to help close the gap.

- RM: I just want to say a touch more from my experiencing in the safety net working with vulnerable, low income populations for many years. In a moment like this where we don't even have the bodies to get out there and work with ppl to dig down into issues you're bringing up. One of the things we want to work on is, sometimes you find out you can help someone navigate a complicated system and you can undo that and remove that barrier. Other times, you find out it's a systemic issue based on state or federal law and you need communities to come together to bring up good data

and you can have a thoughtful piece of legislation that says, "if you want to help this riddle of hln, you need to do this." Sometimes that what we can do but right now it's hard to get organized because we're just responding to crisis and we have anecdotes. So I'd like to get organized better and get targeted including trying to get system fixes that we can't fix at a local level.

- Cmbr Cummings: Some of this on this call, along with Super. Kunerty, went over to the LifeMoves model of hln response and housing. One of the things they had in their housing was apts that were transitional, you work your way from shelter into their apts and you move from there once you're stable to more permanent housing. When we heard the presentation, transitional housing felt like one thing that was missing. Is that something that is under consideration? Apts or studios that ppl can move in to stabilize themselves temporarily and then move onto something else? What are your thoughts around that?

- EB: I'm a generalist but what I've learned from TH, the you'll stay here for a little while and then move on, has kind of fallen out of favor. Just get someone to permanent housing? KB, what's the current best practice around that?

- KB: FS does quite a bit of work in SMC where LifeMoves in based, I'm really familiar with their program. I would say Elissa is right, I think what evidence shows from around the country is the more ppl have to go from a place to a place to get to housing, the less effective that strategy is. The goal is the fewest possible steps to get to a place where someone can stay, that's the most common way to address hln and it will get you the best result. Having said that, there certainly is a role for TH for specialized populations that maybe need a longer period of time to get stabilize. But I would highlight the parts of the framework that talk about the abilities of the shelter system to provide ppl with the services they need. Shelter becomes a variant of TH, it's not as long but it's the same idea – that ppl can get in from outside, have a safe place to be where they can work on the things they need to do to get to housing as fast as they can. Really a lot of the TH that LifeMoves operates, in another community would be called shelter because their lengths of stay are quite short.

- Vice Mayor Meyers: I want to publicly acknowledge the amount of work RM and EB have been doing on the plan. You can kind of see a framework that has the elements in it that you don't quite understand and the policymaker that is trying to respond to community concern, it's reassuring even though there's a hard road ahead, it's reassuring to see the puzzle more clearly put together for us. Great guideline for how we describe the work to our community which is one of the most important things we can do. The community is compassionate about the issue but cannot understand the

ramifications or why it is happening. At a personal level, it's hard for ppl to understand how we got here and they want to help but they aren't sure how to do it within the system. I really appreciate your presentation, it shows that there are pieces and best practices that we have to knit together to build a road we can all follow. I just have one thing, because they are a prominent part of the community, have you done outreach with the university and potential communication with them around these goals? We don't have a sense if students are becoming hl or not. We've had public presentations and public comment that does state that and the university is grappling with standing up and making sure there's an availability of understanding threats to students. That might be one other audience to do a little bit of outreach with as well, I don't want to add to your plate but it occurred to me as we were hearing the presentation.

- EB: Honestly, I've had lots of conversations with university leadership on lots of things, but around the edges of this. So I feel like that's something we can and should do. We've actually done more work with Cabrillo around this, I'm not sure if it's just the nature of the student population or some of the experience. That's another anchor institution that has to get in the boat with us.

- Cmbr Watkins: We stand poised and ready to partner, to your point, RM, it's important to understand we are in this boat together and we need to think holistically about what we can do to leverage each other's partnership. To piggy back on Vice Mayor Meyer's comments, one potential way to engage all the education institutions is the SCZ County College and Career Readiness Partnership. It includes COE, k-12 districts, UC, Cabrillo and CSUMB. It hits the breadth of families, unaccompanied youth, and foster youth that are really making up a good portion of population in SCZ County. Good to shift direction for folks to get out of those cycles early in their lives, it's hopeful space and the heartache that this is the reality for so many kids and young ppl in our community. This is really complex and we can get into so many aspects of causes of hln in our community and the whole gamut of really all the deep rooted issues. There are a couple things I wanted to check in with. If someone is exp MH issue but not willing to accept treatment for substance use issues, and they do decide the weeks long wait to get admitted, how is that factored in considering that's one of the major components of those that exp hln in the community? We hear from community members, what about purchasing old hotels as TH? Can you speak to that as well?

- EB: on demand treatment is a huge issue for hl population and homed population. Eric Griera can speak to that but in this specific area, the Focus Intervention Team, the FIT team that has a year of experience but with COVID had to be put on hold. I have to say that is part of our problem, we had the most challenging folks – most of the folks in

that program were hl. They almost had alcohol and drug addiction issues, it was hard to get treatment and many of them were cycled through so many times, programs didn't want them anymore. So there's the question of where do you even place ppl? Using jail time for ppl to get sober and thinking differently about flash incarceration. And then think of the problem of placement, I think that's not unique to homeless and it's the broader question of capacity. Eric says when he's paying market rates for treatment beds – even though MediCal covers a certain rate – he's literally competing with private insurers for those same beds. This plan doesn't dig into that very challenging component of addiction in our community but it's an onion that we have to look at for a portion of this population, we also have a lot of ppl that are sober.

- RM: I was the public conservator for Alameda County, for eight years I watched the nexus of hln and voluntary versus involuntary treatment as a public conservator. I have the background that this issue is so complicated and so vexing that you might see that legislation has passed and only SF tried to figure out how to have conservatorships – it's a very vexing issue and the gov't does a horrible job of picking and choosing who should have civil liberties and due process in court. I want to name that as one systemic issue. Carlos, the CAO, did not make the decision to have this office shifted from CAO to Human Services, he wanted it transferred to Health and Human Services and he left it up to me and Mimi Hall to figure out how to do that. The population needs the services of these shared safety net systems. But for the pandemic and budget issue that hit MH offices, this could have moved to the health agency because of the very issues you are bringing up. But please note Eric and Mimi are actively involved behind the curtain in everything we are doing so we can keep working on that. We had a community hiring process and we hired a medical doctor with public health experience that has worked in the MH system of a county as a housing director. This nexus of MH and policy and civil liberties needs more attention but we think we have the right ppl with experience looking at this. Let's keep this conversation active because it clearly need more discussion and resolution.

- EB: Project Homekey has a lot of money, we did work to see if we could pull something together and did solicitation of hotels and motels throughout the county. We had one indicate they were interested in playing with a steep purchase price. Homekey program says you were most competitive based on your per door price. Your want to be around $100k per door. Ours were between $250-280k per door, so the amount of money to generate locally to do it was much more. The other piece of it is a partnering operator to actually run the program over time. We were talking with Adobe that does a lot of PSH and RRH, because we didn't have an actual location – it

was a lot of work for an application that is not going to be competitive. So we were not successful to getting to an application for Homekey. That said, now that we've come out of the fire, through this project – the team is coming back together and we are talking to other partners in the state about operators and we're going to go back at this again. We're confident more funds will go into Homekey or something like that going forward, given the success of the initial program so we're trying to gear up to be apart of that going forward.

- Cmbr Matthews: This is an impressive report, I have not been a part of discussion in any depth in the last couple of years. I am really impressed with the amount of work that has gone into this and the structure of it, I look forward to looking at it in more detail. I'm impressed with idea of having more of the partners, hopefully all on the same page as far as objective and goals. And on accountability and outcomes but feels like we're making tangible process on this. The components make sense and it feels like we have something going forward. The assumption RM mentioned feels optimistic in this horrible housing market. It's way easier to do RRH in the Central Valley but this is brutal – I'm not sure how much that reality has to weigh into this. If it's not in the full report, I'd be interested in some kind of org chart. It is of interest to the general public and it's a mystery how everything fits together, it helps me to see a map of who is in charge of what and who the key ppl are to see how the whole animal fits together. But it's impressive work, thank you for presentation.

- RM: I've never been an elected official but taking from Vice Mayor Meyers – that community's hungry to know what to do. Somewhere in here, I don't know if you look back 30 years, when community made decisions to not create housing in a way that catches up to where we are today. Hopefully, we can be honest about where we are today and what happened to really have an honest call to action that isn't blaming or asking for the impossible. That's why this plan is a 3YP, we want to chip away from this to see what money is coming in and you can pick this or that or a siting issue. It can be polarized really quick if we can educate community in not a blame-way but empower that here is part of the solution. It has to be front and center in the midst of discussion.

- EB: The LifeMoves tour told us they had honest conversations with ppl about what does it cost to stay in the South Bay. They also do a lot of work around employment and major employers – they were living in sheltered environment, with support, BH, case management, working and saving. They have conversation to another community and let's talk about the average studio rent is in the state – they have different conversations. We need honest conversation about what it'll take. Not everyone has to move but need honest conversation about what it takes to stay here

versus other places. We can measure but it's going to be about coming together about what works and what doesn't.

- Cmbr Brown: Ditto kudos for an amazing overview for work done and for the future. It's a positive turn in the way we approach addressing hln in the community. If I went into the weeds, I would have a million questions because I want to know more about this stuff but right now I want to ask a bigger picture question. RM said with urgency and resources we can roll out effective approaches, maybe not long term solutions. Given CARES Act funding will be disappearing, you make optimistic assumptions that I hope comes true. I hope we have funding to maintain and expand upon the wonderful work that has been done. I was wondering if you can say more about how you see that transition with the Benchlands encampment which has been really successful. I heard wonderful things but we have to moved with the siting issue – we get a good thing going and we run out of funding or we have to move. I was wondering about that and what the potential is that are trying to get the Armory with the issues that won't go away. Also, how are you intending involve ppl exp hln in the program design and operations? I'm excited for that and advocate for that. I would love to hear about that to help us understand where that is going.

- RM: I'll start with under key assumptions, there are ambitious hope and there is an increasing amount of state and federal narratives that are forming. Because of FEMA that put federal money on the table, large numbers of ppl that have been on the streets are sheltered. The context wasn't getting rid of encampments because I don't want to see them, it's stopping the spread of COVID. We did it. Now what? It gets back to assumption that this is state money and not City or County money – there has to be a lot of advocacy, will the state accept that this is the first time thousands of ppl will have a roof over their heads and they will go back to the streets when the funding is pulled? That's politics, the state and federal electeds will have a lot of decisions to make and it'll take advocacy and media so the rug doesn't get pulled. Maybe they'll reset the funding, there's a larger conversation for state and federal.

- EB: I think pre-COVID we were watching state legislature start to see one off money – we don't build a system with what's coming and what you can build with it. That was going to be a key issue for state legislature around starting to recognize that local gov't can't solve this problem alone, that is part of it. At the same time, we do need to come up with local funding sources. We talked to city partners about raising TOT and some part of that is focused on this community challenge. We have to figure out a way to fund quality programs moving forward. In terms of Armory, it's a classic, it was struggle to get that to happen and the fact that we are still there. We are sad that

Seabird site didn't happen – we need locations to do this work. We have to work through that problem and figure out where we site quality programs – quality in outcomes and addressing community concerns. We don't want undue negative impact in the communities around us. The City started that with Riverview camp I think everyone goes back to that program – we had police mobile teams on site, security, and we backed that off and neighbors said it was fine. We need to commit to that conversation. I don't have a perfect answer but that's what we need to do.

- RM: I stood up the emancipated foster care board in Alameda County and a care and home consumer board. I'm forever changed as a participant of consumer groups. In the COVID context there will be a sample but there will be interviews of ppl with LE now. The other part is there is expectation of federal mandates but not heavily policy, best practice to weave in current and past ppl with LE into the system. It's not built in here – but it's not a simple tasks, you need support and systems in place. There's a lot to it, part of 3YP, if we choose for this to be a priority, we need to provide the support. Something that is real and meaningful and not something that makes us feel good. We have to task ourselves to do it correctly.

- EB: We have folks with LE on the HAP right now. They struggle with gas money to get to meetings. I'm paid to be there so how do we support ppl to participate without tokenism. Creating a group that comes together and not someone on a larger team that has to represent that experience. It comes with trust and sticking with it. When RR comes, he has a lot of exp and he's willing to stay at PRK hotel to be with ppl that we are serving.

- Cmbr Golder: For other elected to get involved, what is the timeline?

- RM: healthy and appropriate lean on Mayor, Vice Mayor, and Martin – I don't want to tell you how to do your process. There are 2x2 that will be recurring over the next two months – the door is open for a couple of months. You can engage those that represent those that rep you at 2x2, reach out to us, or individually fill out survey. Throughout the three years, there's ample room to engage every six months.

- EB: The framework, we have to adapt over time. Most important you're involved moving forward, what does that look like, I don't know. What do you want to challenge us on, champion, or say I can help you connect to this part of the community for this part of the solution. We need to engage real estate and property management professionals to hear about their exp renting to ppl with bad credit or whatever. This is a collective impact, spread the wealth moment.

- Cmbr Golder: Getting ppl into house, apts, and studio. But ppl that are older with extra bedrooms that have a heart that wants to give and reaching out to that segment of our community.
- EB: that's a great concept and program with YHDP team that is trying to work on that. But COVID was a problem – there are great ideas like that for us to do but the pandemic put a wrench in those creative approaches. That's exactly the kind of stuff we need to do.
- Vice Mayor Meyers: New governance structure – what is the timing and what does it mean? From prospective of electeds but we have 2x2 but there are other cities in the county.
- EB: There are a lot of starts and stops on this. We're focused on CoC and HAP – the HUD required structure and by default the money comes in. Do we fix that or do we have commission with electeds? There are functions of CoC that make is challenging to mix the two – we are wondering if we need more than one and how they relate to each other. The work group talked about a preference for a JPA. You really need to do something that has more attention on how you manage finances that is focused and there's good and bad examples of that in this field area. We don't have the answer. The classic, don't let the good be the enemy of doing something. It has to reflect broad representation in county as a whole. There are commonalities but faces across county are different. I would welcome help of elected with siting issues.
- RM: The vision I would have for electeds – if we can do this right and buy into six month plan and be on committees. It would help for electeds to have same story for the community. My department can start producing information that is consistent and owned and embraced by everyone – we all huddle behind closed doors and point fingers, it's a lot of time and energy. If we can all get together and be consistent with more of a flow basis, it's more efficient.
- Cmbr Cummings: I don't hear any complaints on the COVID shelter – everyone said it's so well run and done and a great example to the community.

City of Watsonville City Council Meeting

- Cmbr Gonzalez: Temporary housing for the homeless – right now the county is using the Vet Hall to house the homeless. What is the timeframe for finding another location – my concern is for the high school and the amount of activity. The impact is far reaching in my district, how do we address this issue?

- EB: Our opening the shelter in place at the Vets Hall is part of COVID response. At this point, hope is to keep that program going as we look at alternative locations and keep that location until we come out of shelter in place and there is a vaccine. We are working on funding it into the first half of 2021. We are happy to have conversations around community impact and recognize that when schools come back to meeting in person, that's a real consideration. We are willing to talk timing, alternatives, and detrimental behavior you're seeing.

- RM: Humble ask of you all – every conversation is something like this. This is a problem we always face, there are more hl than physical places to help them be housed. It starts with please move them from my area to somewhere else and no one says I'll talk them. It's not my backyard, we're trying to humbly engage the full community in a collective conversation because we're stuck if we whack a mole if we move from here to there and there's no there. We have to talk about issues neighborhoods face with the eye on we have a huge growing issue without solutions.

- Cmbr Gonzalez: It's not NIMBYism, it's an issue the community has to deal with in the county but I want to address the impact that our neighbors have and how can the County bring more resources to address the issue. As a city, we don't have the resources, it has to be assisted by county. Can we have private security agency to ensure the neighborhoods are safe? We do have to deal with the issue but how to look at it overall and funding this.

- EB: We talk to shelter management all the time about security needs – but more importantly something we're poised to start in 2021, it's a function of CARES Act dollars that flowed through HUD, then the state, and is arriving in our community CoC through HAP. It's funds focused on COVID response and getting ppl out of COVID shelters into housing through RRH programs. We just submitted our application to the state for our CoC allocation to fund more RRH slots, case management, and housing navigators. We are focusing on at least four COVID shelters because we know they have to close – Vets Hall is one of those. Higher levels of service to ppl there are to move them out and get them on pathway to housing. In addition to any kind of detrimental effects of site, it's more robust services to move from shelter to housing. That might help address some of those concerns as well.

- RM: We probably have room to be more explicit about the full extent of our tool kit. I know that it would be helpful to have conversations with BOS and city electeds to help us make decisions about how to use limited resources. We won't ever have the resources we needs and we can be in tough spot of how to deploy them. So there might be decision points throughout 3YP about choices to make and where to put the

- Cmbr Gonzalez: Really important to address this issue – the SA has a Nav Center that is successful and we see impacts of Nav Center in that neighborhood and they addressed the issue and the neighbors are more at ease. It's how do we get them housed and address their issues.
- Cmbr Garcia: the All In Plan has strategies developed specifically for Watsonville. Are you doing something similar in the plan you're developing?
- EB: We don't have geographical focus in the framework but we do look at equity and disproportionality – that says we need to look throughout community to see if needs to solve hln change with geographical area and community you're working with. This is invitation around input around work programs. We want south county focus, then that's the place we want to pull out and bring it as a priority.
- Cmbr Estrada: EB answered by question on equity focus in the work. But how do you deal with individuals that can't overcome the stigma of seeking services? And what about individuals that choose not to go through services, how do you help them go back into housing?
- RM: I met Cmbr Estrada at the Thriving Immigrant Collaborative and I'm going to connect the dots on equity, services, and stigma. We do not do a good job in gov't to be welcoming, esp for ppl that don't look like us that are seeking services. It's clear to me the difference between north and south and the demographics. We need this conversation, we have good community brokers and organizations. We can't answer that question without who you say in Watsonville can answer that question. I can't answer it. I think ppl connected to Watsonville can say why ppl in Watsonville aren't comfortable coming to gov't. We might have to be contracts out for ppl that have those connections to minimize the stigma. That will take regional focus, that might be a nice nexus to have conversations early in this plan.
- Cmbr Coffman: one of the questions I have is what relationships do you have to really check in with Monterey County – we share a bridge so hl don't see that as a connector from one to the next. It's a transitory population – any conversation with Monterey County?
- EB: We haven't done that – but there's a meeting with them around encampment around Pajaro Valley area – the same idea that the perception of a county boundary isn't where ppl live. We are all clamoring for that secret sauce that will make a difference and we didn't really get to get into detail of those strategies. Of these four strategies, there are 14 substrategies, and then 48 tangible objectives. When we talk

about those things – it's important with implementation to talk broadly with partners. It's not just Counties but the service providers that do the work – coming back to idea that as we develop six month plan, we be specific about what it means to implement in this place and who needs to be at the table. This plan didn't bring that broader dialogue into play and with the six month plan, we'll get everyone into boat including north Monterey County partner.

- RM: Carlos in Monterey County brought our shared agricultural partners together to talk what happens if COVID spreads when the season picks up. I want to share that we have success with them and a building block to pick up the conversation.
- Cmbr Coffman: Right, with Pajaro Valley – they have resources to help pick up and help with population that is very transient in the community. You talked about COVID impact – if COVID gets into hl population in this area, what are we doing about identifying and prevention for the population?
- RM: CA statue that County Human Services has to stand services under disaster. I worked with EB's team to stand up services for 1k ppl a month to help stop the spread of COVID. 6 hotels funded by FEMA and PRK, which services the most vulnerable 200 – they housed paid for by feds and states. The 16 shelters, we did social distancing and reduced the number to 350 sheltered with food and hygiene. We opened Watsonville Vet Hall to slow the spread and the Youth Adventist Site, one encampment of the Benchlands and the Health Office is going to 300 in encampments per month with hygiene, food, tents, health and wellness and connection to our clogged system. We stood that up in a month by April, that has been effective, COVID hasn't spread. The worry is that this is federal and state funding, when the funding is pulled back, we need to find solutions so we don't have ppl back on the streets. As long as we're funded, hopefully we can continue to be successful.
- Cmbr Garcia: Please keep reaching out to us so we know what Watsonville can do to help.

City of Capitola City Council Meeting

- Cmbr Bertrand: In terms of the goals, 50/30 – how were those set? What were the metrics? Funding, track record – how did you get to that?
- EB: One of the pieces of the work was predictive modeling – that second bucket of work with quant. Analysis, we took data out of HMIS and looked at different interventions, lengths of stay, exit rates – looking at how we're working and we built a

baseline model. We worked with FS to think incrementally, over the three year period if interventions were improved, what could we expect? So if we stretched the targets, if we could meet metrics operationally and add capacity, we would be able to hit those targets at the end. It was based on how our system in functioning today, and if we are able to improve in specific ways what it would look like at the end of three years. It was adding 160 beds of this types, and case management to improve shelter – what would that do? Specific operational metrics will be worked on to get us there.

- Cmbr Storey: There are so many questions to ask about reducing hln in SCZ county but a couple I want to focus on is the second strategy to increase the housing stock. Can you tell us about how you're going to approach that, private market and AH or public initiatives to facilitate and develop housing stock? On the third strategy on prevention, what we're seeing with collapse of economy and job loss. The eviction moratorium, are you anticipating an uptick of ppl losing housing and is there an immediate plan to help folks?

- EB: With our plan, we have stretch but attainable goals. When we talk about housing exits and stock – we want to increase PSH, the specialty niche housing for vulnerable folks – you can't rely on private market for those, they are heavily subsidized and you work with AH developer to do that. That goal of 100 slots is attainable based on projects in the pipeline in City of SCZ and what we're doing in unincorporated area. Other area is significant increase in RRH, rental assistance program. It's not new stock but new resources to get ppl on supported path to housing, we're increasing 350 slots over three years. We didn't do ELI AH. We could put this into the document if we get there – the document is living doc and we can look at this as a region. We know about the backlog and missed opportunity for folks that are 30AMI. There's a backlog we haven't hit but we're focused on PSH and RRH as key interventions right now.

- RM: We're bracing ourselves for it getting worse. I want to emphasize how important it is that we lobbying for state and federal waivers – such as WPC with federal Medicaid money to help ppl on MediCal to help with housing. It took a lot of lobbying and local gov't can implement it. There has to be continued creativity. We have HHS programs for prevention and we have to find a way to resource and expand them, the plan has some detail but we are tracking it closely because the recession is so serious.

- EB: I would add one of the things the county has done with CARES Act dollars is number of rental assistance programs around folks that are housed but can't pay bills because of economic impact of COVID. Much of that money has to be spent by end of December. But we have to look at what kinds of rental assistance programs can we continue to offer and expand.

- Vice Mayor Brooks: What was the plan modeled after? Did you use another city, where did this come from?
- EB: it was modeled after best practices to a systems approach. FS has brought this framework of how things are working in the community and we were lucky to have many of the pieces, just not quite harnessed and honed and integrated. We weren't missing anything big, it was harnessing what we have and how we can do better. We've been working at this a long time but don't do it with fidelity or linkage of systems of care – BH, physical health, HHS, the shelter system. It has to exist in a whole bunch of different services. We have to step into void to provide guidance and backbone to support region stepping in and up and bringing up and leveraging housing resources that serve same ppl from a different perspective and integrate the question of how to get us to housing.
- Vice Mayor Brooks: Anything to look to see how plan has been implemented in other cities? Is this idea borrowed, as we move forward?
- KG: The plan is not cookie cutter, we don't come in and take your data and plug it in and go "here's your plan". The engagement took the time to do baseline assessment of what is going on, going to County and cities along with other stakeholders. We took base year calculator to see what you are buying as a community and what you're investing. We take costs and data in HMIS and based on best practices and that information – we tell you where you can get further with what you have and where you can add more capacity to get the goals. To EB's point, modeling starts with what happens in community and then makes scenarios and what reasonable approaches you can do to get there. Within that it is informed by best practices, when we look at other places in the country – this set of strategies to have emergency services get ppl in housing, looking at outcomes and rates of progress to hold yourselves responsible for that, investing in kinds of housing EB mentioned, and making sure you're not using prevention hln funds to house ppl that actually need it. Is the plan based on other plans? We model it graphically from other places but the plan itself is based on SCZ informed by local data and what we know nationally.
- Cmbr Bottorff: I noticed enthusiasm and confidence in the plan. We all know that this has been tried many times to be resolved, it'll take a great effort. I appreciate the steps you're taking as I leave and I wish you the best of luck and keep up the level of enthusiasm I saw tonight.
- Cmbr Bertrand: I often wonder about the ppl that are getting services and participating in programs, what level of involvement do they have with ppl on the

streets and ppl that need help. Do they know their names and their stories, how much emphasis is there on actually knowing the ind. Ppl and being aware of their situations?

- EB: If you go to plan and look at values, it is person-centered, it's understanding the person and their story and really about the exp of hln in South County is different than north County and there are ppl that aren't exp street hln and they are working hard to be invisible. How do we do a better job making the right point of contact with those folks – whether through hl system or other systems to get them what they need? There's another piece around improved administration – it includes authentically engaging ppl with lived exp as the voice of our clients. Not just one-to-one engagement but we're not really understanding the exp directly and how do we bring that voice into the design of the system. It's hard to do but that's a piece I would highlight to honor what we're talking about.
- KG: I want to add I spoke a lot about the work being data driven, but it's really information and that's not just numbers – we did a number of focus groups in the County. We met folks and asked ppl what was most important to them, that's reflected in the plan in many ways – they said they wanted a consistent person to connect with. That was variable across the county – some ppl have great advocates and some don't have that. That's reflected in the plan and the immediate work plan right now to try to make that available to more ppl.
- Cmbr Bertrand: I couldn't agree more – they need the connections to keep them in the programs.

CORE Coffee Chat

- Father Joseph Jacobs: Barrier for clients with Section 8 vouchers - denial of housing based on credit reports and this is a discriminatory practice. Any insights there?
- RP: H4H is involved with the housing authority – if you send the concern in an email I can discuss it with the HA. There are some policy issues that H4H has no authority over but this might be something in landlord engagement and work with addressing system deficits, we can work on that.
- Melissa: Do the goals and steps include families with dependent children? A lot of them are couch surfing so building a system that requires them to be literally homeless is trauma on a generational level and will extend the time they spend hl because it is harder to find housing for families.
- RP: That falls under prevention – deeply targeted prevention. If they are in a high risk unstably housed situation, they might be eligible for the prevention that we are talking

about. There's hl response for literally hl ppl and then prevention for those not literally hl.

- Person A: Terminology clarification: Unsheltered hl versus overall hln?
- RP: Unshletered is a place not meant for human habitation, shelter would be otherwise housed in shelter or a program. In 2019, 1800 were unsheltered or in a place not meant for human habitation.
- Serg: Will there be analysis of data for clients that are exited from program due to behavior to ensure shelters are low barrier as possible?
- RP: that's down in the weeds, we will look hard at exits, what barriers exist, and an equity study. There are aspect of equity study that ppl might think will be important to include, we'll follow HUD guidance but it's a great area to provide feedback on.
- Person B: What does RRH mean?
- RP: RRH is a combination of case management, short term rental assistance and other supports to get someone into housing. Very rapidly resolve their situation through combo of short term rental assistance that is tapered off as someone gets back on their feet. Less expensive and more effective model than alternatives.
- Person C: What about common training for shelters to make sure trauma informed and harm reduction are done the same way?
- RP: We've done some amount of standardized training for the CoC – we are talking with Homebase about bringing into TA for our providers. We've done trauma-informed training in the past. Brooke is working on COVID-19 shelter system, and we are working on protocols. The shelters do have different policies and procedures and there is interest from H4H team leaders to move in standard model direction. We don't guess from one shelter to another what procedures are or the trainings ppl have had. These are long range goals to standardize the shelter system and desire to move in that direction.
- BN: We just discussed with shelter managers about sharing resources and we're trying to put together list of resources and basic outlines to be used across shelter system. This is a work in progress and long term we will have outcomes and measurements we are seeking across the board. We're doing our best right now, we aren't mandating anything and offering support as best we can. We also want to share info so that they know about other programs available. We're trying to get transparent and be conduit for info sharing.

- NY: Based on what RP shared about the framework, what makes you excited about the plan? I appreciated emphasis on prevention and services and intervention and structure and system that is needed to support that.

- Serg: Where it said stakeholders would be elected officials, that's huge for City of SCZ. They refer to FS but their way of referring to it is, County will follow FS. If it was more directed towards what cities can do, they can't use your report as a way to say they don't have to do anything. I appreciate the municipalities as part of this effort.

- NY: That speaks to metaphor of getting in the same boat.

- RP: I think it's a continued challenge to figure out what is city or county role. Unless there are mandates by gov't – it'll be a gray area. But this plan says this is our responsibility, it's not one entity. We can't mandate ppl get on board but if everyone does not it'll be weaker.

- Serg: In the section about increasing outreach – City of SCZ did a study session about CAHOOTS and a nonprofit response rather than 911 response to hln. Would that fit in the framework at some point?

- RP: We got some elements of the plan funded right away – through ESG-CV it'll pay for 200 RRH slots, ongoing COVID-19 shelter support, and landlord engagement strategy and 3 FTE street outreach workers countywide. The vision is the street outreach worker with a housing focus, not a health focus, would be attached to this CAHOOTS or some other street outreach team. That is level of granularity that I haven't gotten to yet. But the vision is that it's countywide street outreach compliment that will work with population that isn't working with case management in shelter.

- Peggy: Is SCZ County going to implement a CAHOOTS program?

- RP: I don't know the answer to that right now. I'm not sure who is working on that, but it is not me.

- BN: I don't know either, but it's something the jurisdiction is mulling over it as an option. It seems like it might be city-led rather than county effort.

- KB: Taking on step up from granularity of CAHOOTS – the framework says the overarching objective of mobile outreach is to become more housing focused and problem solving oriented and scaling up the way it is resourced so ppl working outside have different strategies to help with hln and really bring things and offer things that are what ppl want and need. CAHOOTS is one example of ways you can make street outreach more solutions-oriented, whether it is that exact model or other way of deploying is part of the details of these six month work plans. CAHOOTS is a kind of approach to outreach that the framework is trying to talk about.

- RP: We learned a majority of street outreach is health focused and we want to have it be more housing focused. It might take time to build relationship before someone is ready to engage in a real housing plan but ppl that don't want to come for services have to be provided services in some way.

- Melisa: Do you know if County depts are looking at ways to modify nonprofit contracts to increase collaboration – esp. with landlord engagement?

- RP: No current plans to make contract modifications but going forward, there will be more targeted outcomes in contract and emphasis on project performance moving forward.

- Melisa: I'm thinking about landlord activities, the contract for housing service providers puts you in competition with other housing service providers. To beef up landlord engagement and outreach to them, contracts that require providers to be in competition for those landlords doesn't help.

- RP: One thing that we will do – right now we have housing navigation model to work with client and to find a house for the client. We want Navigator to keep working with clients but we want to hire real property ppl that will only look for housing – they will not work with clients – their job is to build a pipeline that will serve the system and not a program. It's not a real property agent tied to a RRH program at an agency. When a program needs a house, they can go to this pool and get housing. We'll follow practices in other communities to stand this up and funding for it will be included in the ESG-CV application. In addition to property staff, we will increase landlord signing bonus program for Section 8 vouchers and anyone being serviced by the system. If they are able to get into housing and bonus is difference between ppl getting into housing or not – we'll use it.

- Melisa: It's very helpful the signing bonus – we should talk, we have a housing developer that helps client and we should talk separately about that.

- Marsa: Great that data is being used to see progress towards goals, can you talk about the integrity of data collected?

- RP: We learned a lot through our data drive a year ago; we learned what data we have, how it looks, data quality. We did identify a lot of data integrity issues – what we did a year ago was a major data clean up. The providers went in and did their best to clean up the data. We moved the data in house to the HSD with H4H and we are going to be doing a lot more oversight or HMIS and data management than before. Every HMIS user agency will have HMIS lead person that will participate in lead meetings and we responsible for data quality. We'll have ongoing data quality workshops – that will get down in the weeds. But there's a commitment to using data

and getting to place data is good and we can rely on it. In next year, we will clean things up and a year from now we will have good data and be using it. Contracts will rely on that for funding and targeted outcomes for contracts. You'll see a lot of that when we get through this next year with data dashboards.

- Father Joseph Jacobs: Exits to housing is an assumed optimal goal, elephant in the room is there is not enough housing in this area. One of the concepts introduced by FS, that I don't think is credible, is incentivizing programs with bonuses for exits to housing and performance benchmarks. This is not automobile sales, the work we do is more comprehensive than housing. This concept for bonuses, more money, for meeting benchmarks for exits to housing was introduced. That type of competition in this environment is not helpful.

- RP: We haven't introduced an incentive to providers for housing and I'm not aware of plan to specifically do that.

- KG: I might be facilitator for that meeting – we talk about strategies in other communities and getting input on support to community based agencies. You had a point that there's only so much a community can do with housing is reflected in the report. The position that the framework is a both/and – we need to recognized capacity building for agencies and there's a resource question on that side and the resource question on housing market to get ppl housed. A single potential strategy was not captured as an approach.

- Serg: How is the LE group able to give feedback? Support for them to participate in HAP meetings, Board meetings, YAB?

- RP: that is work to be done – there's the feedback on the framework which is one thing and there's the development of LE as part of CoC governance. With feedback on framework, we are going to be developing a specific approach for ppl that are exp hln now. That survey is going to administered in first two weeks of December – that is coming, we want their input on that. There are no set plans for CoC Governance group – the workplan is going to develop a group to be part of the CoC, it's not defined yet.

- Person C: Who is outward facing contact from H4H for HMIS needs? Other resources besides the self-guided videos?

- RP: Jessica Schneier is your contact. Any questions about HMIS, training or anything – you can email the Bitfocus help desk.

- BN: Stacy Holmes is working with us around data and has engage with providers – she wants to help so don't hesitate to reach out.

- NY: Where do you see the intersection? Where do you see yourself contributing to plan? Please think about this moving forward.
- RP: one of the downfalls of the implementation plan – there were a lot of things to be done and measurable targets and things but there was nothing about what was important or was to be prioritized or who should work on what. It was just a huge list of to dos. This plan is going to back up by a rapid cycle six month work plan every six months – we are doing and act. We are on work plan zero through December and a second plan to be rolled out in January. How to involve our partners to have co-leads and ppl embedded in the work and noodling that out. How to integrate ppl into this work is something we are interested in. Thank you.
- Person D: Question of work with the planning department and construction of tiny houses?
- RP: Tiny houses are something I have expressed interest in in the past and we have hit some very hard walls with that. The planning departments will lead that work and the County has a new supervisor that is interested in tiny homes and generating some momentum there. Working with the planning department generally, we do. We're working on funding applications with them and they are important partners and we hope to have County and city planning depts going forward.
- Person D: What about zoning issues and density?
- RP: They are policy issues we aren't tackling in the plan but is a lumped into external issues that affect our ability to be successful. This has been an interesting time we've been through and FS has helped us think about objectively what we are doing and how to look at gaps and fill them. The outside perspective helped us think about what we want our hl response to look like. It's been a meaningful discussion to hear about your programs and experience and we have looked at it thoroughly and how to get there. To me, that's positive feeling hopefully we can ride on this wave, we can do it. These are stretch goals – but let's all keep stretching.

Housing for a Healthy Santa Cruz Community Input Session

- Father Joseph Jacobs: the first strategy area 1.3 is that suppose to read case management instead of care management?
- RM: We secured funding for care and case management – there are ppl in COVID shelter system and encampments and it is clear we need capacity to work closely with that person to get to housing. Having pathway to navigate someone to housing but not having somebody work with that person to navigate the system is a problem and

we want to build that bridge to do so. We're about to go online to hopefully early 2021 with expanded case management. We already do this here and there is certain funded programs in HHS and some of our community partners so it but the issue is making it more robust.

- EB: We know providers in hl system are doing it right now, but we all aren't doing it consistently. How do you have a community of practice around this? Sharing what works and doesn't, having standards, the idea that we should be doing best practices everywhere and not by accident.

- RM: I recognize that Father Jacobs said something else – the prevention strategy and there are a growing number of ppl that are a paycheck away from being homeless. Anything we can do to stop the flow of ppl becoming homeless.

- Dee: Percentage of ppl that come from housing in regards to diversion/prevention part of presentation?

- KB: The percentages are different for different project types – one of these performance measures that the whole system is looking at to improve is the rate that ppl that are unsheltered or are in shelter are getting to housing resources. Prioritize the interventions in system for ppl that are living outside. The measure is about looking at what ppl are unsheltered or housed when entering your program. If you'd like to see detailed analysis about that – it is in the series of reports that we produced as part of this engagement that are also going to posted on the website along with the framework.

- Sibley Simons: Surprised one of gaps not identified and included was the housing supply which depends on a lot of this. Encourage that to be added. Goal for PSH creation is 100 units, there's more than that under development right now so I was curious was that meant to be in addition to projects currently moving forward and how that number was arrived at?

- RM: Of the four strategies the second one articulated is the one you named, there's not enough AH – that's my bad if it was named and there's a recognition that we don't have enough AH.

- EB: The modeling work did not take into account the units in the pipeline at this point. We can meet this goal if the stuff in the pipeline is realized and meet and surpass it. So piece of input we can hear from community might be 100 units is too low for three years. We know a gap in ELI in housing but we don't have a goal. We got feedback on that too – there's nothing there about housing production outside of PSH. If we want inter-sector group around that, we need a target around ELI production. If that's something the community's worried about then we can talk about that.

- Christine Suchel: Why is there no breakdown in inclusion of the CZU fire emergency and emergency shelter developments – there was so much collaboration and mutual aid system sharing but I see very little acknowledgement of that impact. Particularly camping in that region.
- EB: Is the question around CZU addressing or addressing CZU homelessness?
- RM: I did do breakdown of impact of pandemic and what happened to programming in April/May – then there was CZU fire emergency and this plan was almost done when fires hit so we didn't integrate into this besides talking point that there were 1000 homes lost and the impact of that was generic in folding it into the model and the reference and there was tremendous amount of work done. We are down to 100 ppl in FEMA-sponsored hotels when before we had 1000. We do have an impact and it is correct that it isn't named in this model but it is correct that it is a confounding variable in ppl losing their homes.
- Person X: "Working to clarify appropriate response to public encampments?" Can you talk about what that means in the framework and public responses to encampments?
- EB: There's a lot of different thinking in jurisdictional response to encampments. Each jurisdiction handles response differently, it is just a commitment to the conversation. Different jurisdictions have different guidelines on when you enforce on an encampment. In public health standpoint, you don't. The implications for encampments for the broader community has to be folded into the conversation. So this is more a commitment as part of plan that jurisdiction has to come together to define the challenge. There's no shared vision or implementation around it, opportunity for conversation.
- RM: to be really transpoarent about the complexity of this. Depending on the seat you're in, you have different view of encampment. In this country and fire risk – when there are encampments in fire zones, you have one view of what to do with that encampment. COVID has created new unusual tension. Federal gov't guidelines under COVID is to not disrupt encampments and our funding for COVID is to not disrupt encampments. There is a lot of work with health to make sure ppl have health and sanitation – different than what encampments look like and those other concerns in the community. Vexing issue with no solutions and there are many perspective. Ppl in encampments is larger than resources that exist. If you move if around, it's still there. Very complex.
- Greg Pepping: I appreciate the attention on ppl exp hln and with the focus of this grand document being housing – well done – the recent comment is what we do while ppl are being housed? For ppl not working on that issue, the community is saying

there are impacts on daily lives, if this isn't a document that talks about what we are going to do about community impact then ppl should be directed to a place that does. There's a lot of opportunity for conversation but I encourage this document to have statements about what it is and what it isn't. Even before COVID there was a lot of confusion of jurisdiction – in state park, PD says they don't have jurisdictional power and conversations around COVID. As part of improved governance structure and improved communication with community, I encourage say what is going to be done re: impact for community or point ppl to say it's not missed in this, it's not suppose to be in here.

- EB: I think I know where you're heading – we have to identify the impacts. "It makes me uncomfortable to see hl ppl or it is effecting this other community asset" – from my perspective it's a place for conversation and we work in vague terms and we need to get real with each other. Does this speak to that? No, it says we need to start talking about it and figure out who wants to be at the table to have that conversation. We don't have explicit objective around "let's talk about community impact."

- Greg Pepping: the focus should be on housing for ppl exp hln, the community though puts pressure on elected officials and all of you working hard because not enough is being done even if we achieve all these successes. Let's talk about who's in charge in a given area and what we don't and do know about jurisdiction and case law and until everyone is housed, what do we do?

- RM: I want to confirm that these administrative efforts to move these changes in the right direction very often have no change in the visibility of these issues that are of concerns – whether compassionate or a "I don't like this" – whatever the issue is, a whole bunch of ppl don't see change. That should be named as part of dialogue or we name it as separate.

- Dee: I wanted to follow up with what Greg said, over and over again I watched [lost audio] because of public reaction. I'm struck too by how addressing this will be in the framework. I'm doing research and seeing what they're doing in Seattle and other places. The public perception of drugs and hl should be a huge part of how you're approaching this. Solutions the address the unpleasant parts of it – not ppl that lost their jobs – ppl that are using needles, if that is addressed, all of this isn't going to get on board the public support and funding you're looking for. A movie in Seattle used their funds to build a large – not exactly a jail – but for ppl who use drugs and are inappropriate in public space and that they are into these and they aren't treated like a prison but they are given access to healthcare and case management. I was impressed that do many ppl in the movie said they'd be dead if they weren't targeted

for their health. I've lived here 40 years and I've seen over and over again a revolving population. I don't like ppl hanging out around Ross using needles and I think there's a lot of ppl like me – I'm here because I want to help the hl. Public perception and ppl want to know what you are doing to solve this and not just housing. I totally understand housing is #1 for chronic cases – you're gonna get faster to where you want to be if public is behind you and that should be part of framework.

- KB: That's a good point about public buy in.

- Serg Kagno: Amazing amount of work – my thing on advocacy and best practices, I'm looking at outreach, shelters, and care management. I don't see a consistent looking at demographics of those that are falling through the cracks. On 1.3c tracking ppl going to housing and looking at racial and ethnic disparities. But that seems to be the only place that the specifics of those not succeeding is being looked at. Seems to me the specifics on outreach for those that are hard to reach. I see implement best practices in 1.1d and I see 1.2c unnecessary cause, terminations, and bans. But I don't see looking at the actual number of ppl that are falling through the cracks. That kind of analysis will tell you if you are removing barriers. That point of where things can be improve and where we can grow in this efforts.

- KB: Further drilling down on measures and how you'll do it is for six month work plan cycles – if it's not in the framework, doesn't mean it won't be further drilled down upon. The framework wants to be data informed across all aspects of the system.

- RM: We will put in six month work plan to get our data system better. I want to say there's a lot of work to do behind the curtain to get the data going so that the second six month plan is based on reliable data. To your point, the words that are missing or aren't placed – we need time to get our rhythm to get reoccurring reports and the BOS and City Council will have us up and we'll have meetings like this again but I want to be transparent with what the data is and that we have work to do to get the system in place to track and report.

- Brent Adams: There's more opportunity for a nonprofit like ours to be involved, I appreciate the move to housing – that's really important but what we are talking about authentically is ppl that sleep outside. With this much energy on housing, we don't have enough about hl encampments that are needs oriented. Where do we talk about hypothermia shelter or warming centers that the county helped us with. We really need to talk about basic needs of ppl suffering and sleeping outside. A warming center is something the county and cities should be committed to supporting – reducing hypothermia for ppl outside. It's not budget oriented and not needs oriented. Scalability is what we're looking at for ppl outside, the grand jury report and

the scathing critique of the process up to now: HMIS, PSH, lack of support that we've seen. I'd like for us to double down on this issue – gov't never apologizes for issues like this and keeps moving forward. Our nonprofit offers storage for ppl, laundry, electric charging, showers. The unmanaged camp concept, we want a more holistic view – something to bring the tribes together to talk about it. The benchland camps was beautiful but cost a lot and the transitional camps are left behind. We saw a comparison of unmanaged and managed camps. That's apples and oranges – we should talk about transitional camps in Eugene and why ppl are advocating for it. A church or nonprofit can be authorized to operate one of those and it's cheaper and far more successful. Warmingcenterprogram.com, please reach out if you'd like to engage.

- RM: I want to recognize that strategy 1 covers better engaging those exp hln with a whole host of strategies so our bad if we didn't name that clearly – it's not just about stopping ppl becoming hl and pathways to housing. It's serving ppl that are. Gov't not apologizing, I've worked in a lot of safety net programs – we don't explain to community the situation you're in as County gov't compared to state to federal. Because it's a complicated problem and ppl don't know where to point the finger. If we can do a better job in the plan to be transparent about how much money we have, we can get to a point to pick and choose where to put resources. There is not enough state and federal money to do everything in this plan. We have choices to make, it raises the interesting question of who is at fault if we choose to put resources here and not there. And who is responsible, is that county gov't or that because we didn't do a good job having a conversation with the community about what we picked, because we are in a resource constrained environment. We hope this plan is clear about where we applied resources, why we did it, and what we're doing to get more resources. We're always going to be, with the County and City, in a position of not having enough, the criticism is good but the fault we have to keep talking about.

- KB: Are there plans to provide sanitation and waste management services to unsheltered residents in the plan? Unsanctioned camps are not being serviced and the issue is being hot potatoed by the city, county and state? There are some objectives in the plan around health services.

- EB: That is not included in the plan currently. There are significant difference of options on that, that comes down to the politics around it and issues Greg talked about. It is a hot potato, we did a lot of that as part of COVID response but how do we continue in the face of community response. The plan doesn't talk about those hard questions, it's what are the things we need to answer together to meet the outcomes

of performance for ppl exp hln we agreed to meet. That's the plan, a framework and part of the whole new division and all our partners coming to something together. It's not five steps to make that call – we as a community need to wrap our heads around it.

- KB: Clarification on the targets – the goal of reducing unsheltered by 50% and overall by 30% by 2024, is this a reduction from the 2019 PIT Count? Yes, the baseline we're working off of to meet population reduction goal in 2019, that's how we'll be measuring it. For the sake of transparency, the plan should really say the total amount of ppl that are really be experiencing homelessness once the 50/30% are achieved – believe those numbers are in the plan.

- KB: Whether there is consideration to prioritize housing for woman with and without children given the high rate of sexual assault for the population?

- RM: I want to make a comment about dialogue and process with the community. I think there are a number of subpopulations that are deserving of attention and it would be helpful to have conversation throughout the 3YP. Funding can be generic and some populations aren't served well and sometimes choosing one population means you're not choosing another. Good to work on that together – that has come up in internal conversation as we look at activities for that very reason. There are other populations that get named as well and those are choices we're hoping to make together because they are not easy ones.

- EB: Question of not having winter shelter, about a year and a half ago we moved to year-round shelter, we went from having only winter shelter to having year round. So for ppl that says we don't have winter shelter, it's because we have year round shelter now. Do we need more? Probably, we identified that we need 150 units more, when ppl talk about that – we have to talk about changes in the environment. Then we add on COVID shelter response, we have more shelter now than we have ever had in the community and it's still not enough. Look around, we have more but we have an incredible number of ppl that are not getting served.

- Kelly Archer: I moved to SCZ two years ago and I'm still learning about this issue – I exp hln in the past and I am trying to see how my person experience can help figure out solutions. I was able to go to college and I work as a civil and environmental engineer so that comment about sanitation is special to me because I design waste water treatment. The fact that we have ppl facing a humanitarian aid issue – it's great to see the coastal water shed ppl here. I do think we have to think about basic needs and as housing is being built, how do we help ppl now? Where do they get their drinking water and go to the bathroom in a dignified way – something we should think about. I wish there was more support for the warming center – Brent works his ass off

to provide ppl with their basic needs and they don't have enough support for the demand that is out there.

- KB: Question/suggest – what about investing in pallet shelter in the community like seen in Oregon? Large ones have hundreds of beds, transportation, case workers, etc. – Santa Rosa, LA, Sacramento, etc.

- EB: It is being rolled out in my hometown of Seattle, but it comes down to site, services, and dollars. It's not PH. It's something we can do and it's about where we focus. With Housing Matters, we have 40 pallet shelters on their site and we have talked about expanding it because of the COVID situation. Housing Matters say ppl are more interested in that model as part of their campus program. We have acquired them and they are in use in the community, but it depends on the execution of them. Where – is it TH or shelter or permanent space? These are very minimal – again, it's where we want to focus. Do we want additional 150 beds in the form of a shelter village that could be one of the things we look at and discussion moving forward is important.

- Jon Showalter: The chat room had talked about it – the idea of managed encampment – all the transitional stuff that doesn't put ppl behind four walls. None of it is a recommendation, you just talked about it as some place up in the air. Why didn't this approach make it into the document?

- EB: That's not where we are landing, it's a broader jurisdictional conversation. By us saying, 150 more units – how you do that is the conversation moving forward. We can articulate more capacity but what does it look like in our community given what we need, what we can afford, where we can site stuff. That's part of conversation.

- Jon Showalter: So it's not off the table?

- EB: No, we need some but we need to figure out what makes sense. Two 75 bed Nav Centers modeled after something in SF for two years ago, would not be COVID compliant. So this is where we have this moment, what we thought we could recommend eight months ago – the world shifted- we have to take stock of what we have now in terms of COVID, community receptiveness – some bold and hard decisions have to get made. It's creating a framework of where those conversations can happen.

- KB: Youth – within the diversion/prevention efforts is it possible to call out the specific methods needed for the TAY group? They make up nearly a third of the PIT Count population.

- EB: What would make more sense than calling it out in this document is referencing that we have a whole strategy in the YHDP that is focusing on the population

specifically. But I appreciate that, if we are not articulating where we have a program in place – how does that fit into this. That's a gap I want to close in the plan, to reference where that strategy lives and the programs we have funded. If we don't say that we have something that lives, and someone comes to this document as the framing, then it's a missed opportunity.

- KB: Involving the general community and ppl exp hln – many of the ppl on the call are invested in this work, but for the remaining and newly interested community, how is the general population engaged or previously unhoused ppl's opinions taken into consideration and how can ppl continue to stay engaged in the six month groups aside from a survey?

- EB: Integrating the perspective of ppl exp and formerly exp hln – that's a sub-strategy in the plan. We need to hear that voice in what we do – there is work underway to bring that forward. In this framework and moving forward – we have to be informed by ppl we're serving, the consumer perspective is important. In terms of general public, many of us have been involved a long time to figure out the right way to shine a light on the work and what is happening and that comes back to how we use data and public dashboards. But there's the deeper question though of general public involvement in a service area and how we bring ppl in and at what level. The question for the governance structure is how to make the priorities visible to the public.

- KG: I can answer how was the participation of hl or unhoused taken into consideration. As part of this engagement we did a couple of focus groups in the County. The baseline assessment had focus groups in SCZ and Watsonville. In the second phase, the working groups on shelter, outreach, and other parts of the work. We did three focus groups – two in SCZ, one a roving shelter and one at a site based shelter and one in Watsonville with Spanish-speaking population. We did those to ask ppl what their experience is and was of services and a lot of the things are incorporated into Strategy 1 particularly, and the rest of the plan. Ppl told us what worked and what they exp that didn't work or was uneven across the county. As part of this period of how we gather feedback, the online survey and surveys with ppl exp hln that don't require going online.

- RM: What we're doing next – in the next two months. In the three years, we're hoping to get better aligned between city and county. I want to name that we are gov't employees and the money should be transparent. This is a complicated world and going forward, the BOS and county employees and city and their electeds – in governance, we need to bring to public what we are doing and how we're doing to get feedback on the process. We will not have enough money to do everything, the

30% reduction means there are still a lot of ppl hl. The hope is something changes in state and federal money to move the needle farther, the hope is locally that at least ppl understand the money we have and choices we made. Therefore, the energy is less on looking at County and cities to solve issues that we don't have resources to solve, but to harness the shared frustration for advocating to state and federal change to have resources. Right now, we aren't there so it's understandable there is frustration but we are beholden to the public and public officials throughout the three years.

- KB: Please keep eye out for survey link to provide feedback around this.

City of Scotts Valley City Council Meeting

- Jack: Thank you for the presentation, I listened to BOS session too. Looks like you put a lot of work into coming up with this great plan. Hopefully it moves along and you become successful. I have four questions: first, RM, you mentioned in BOS meeting that for the sake of collaboration between the county and the cities, the cities had money that they could allocate towards these good purposes, is there some sort of dedicated funding that we would have that would help us in this situation?

- RM: I'm guilty of not remembering exactly what I said, it would be presumptuous for me to know what money you had. I think I might have been referring to, is that cities sometimes are eligible for applying for money as a city for this purpose. I can't speak for Scott's Valley but sometimes larger cities have money. If cities and counties have buckets of money they're getting and they're not talking to each other, you can have inefficiencies because you're not rowing in the same direction. If that's in the instance I said that, if we had agreement that we were rowing in one direction, then hopefully when County gets money, we're talking to city about how it works and the services in that city. If city gets money, it goes towards achieving these goals and these plans and you would be working with us so we were efficiently purposing the money in the same direction. I think that's the context in which I said it.

- Jack: That makes sense, my second question is when the County – when voters approved the County sales tax a few years ago, I remember discussion at the time that some of the money would go towards Navigation Centers in the North and South County, I'm wondering if that's rolled into this? Is that what this is and what you are envisioning?

- EB: Absolutely, let me stop – yes and no – there are dedicated local funds within our Measure G from 2018 that we wanted to put towards a 24/7 model for sheltering and what is increasingly considered the standard, not just overnight, but full service

towards a pathway to housing. Those funds are still being held for these purposes. We haven't made it through the full Nav Center strategy and frankly, in the face of COVID and other questions, we have to re-evaluate that, how to do any of these models in a way that addresses public health. The other big challenge, when we had the first round of HEAP funding from the state – some of that money was allocated to the City of SCZ with the intention that it would go to acquisition of property adjacent to Housing Matters – that didn't happen so one of our places we are hoping to go to build out the Nav Center model came off the stove and we're back to square one. But those County funds are still being held in and prioritized for this purpose and part of the budgeted resources that the H4H division can bring to this problem.

- Jack: Thank you, third questions is about strategy in the plan that was alluded to tonight about forming some kind of new regional governance entity, I believe it was RM that said you would be coming back to the Cities in the new year about input on how we can work together. I'm trying to understand might this be a JPA for this then? And what would be the purpose? Would it be to build housing for homeless, would it be operating programs, or all of that? What is the focus of the collaborative effort?

- EB: I can give some context on the JPA and the thinking from the working group around this. We brought together a working group, there were several working groups on the subject of governance, I think there was broader consensus that eventually a JPA approach, for the problem of this complexity makes sense. But we all know standing up a JPA is a complex effort in itself. The working group came back with something in between – whether that's a County Commission, a different kind of layering in the CoC, a couple of different options were tossed around. Because of COVID and everything that interceded, there wasn't a tight proposal that sort of landed on two feet. I do think that's one of the efforts that would be part of the first work plan, where do we want to go from here in terms of new approach to decision making at least at the higher policy and prioritization level. Maybe we will step towards a JPA in a few years but the working assumption for us involved is – we can't get there and do all of these other things at the same time, so let's take some baby steps towards that model.

- RM: A touch more, the ask of you as city officials when we come back in January on the six month work plan. Is that during the first six months of the 3 year period, we would like to work with you on the subject of a better governance structure. We're not going to asking to be asking you to commit to anything in January, except to be a part of that discussion. The second part I would say to put an elephant on the table and your city manager, Tina, is front and center and plays a key role in this. The federal

gov't, HUD, sends money to communities and requires the money to go through this thing called the CoC which is locally called HAP and it creates an opportunity for various ppl to be in that group. But there's a little bit of a mystery sometimes, with our board, because we have to go to our board when the money comes in and ask them to approve the contract of the money that goes out and they didn't have a role in it. Because the federal gov't requires the CoC, we would like the cities and county elected officials in a governance structure, in compliance with federal funding requirements for it to be more clear and organized so city and county elected feel like they understand the process. Right now, it feels a little bit mysterious and it's in a black box and it's required to be part of this entity. Many jurisdictions that have figured out governance solutions to this to have the process be more transparent and connected to electeds – so we have more room to figure the model we want to put in place so money just doesn't show up to city and county electeds and "who made that decision, and how"? Tina has a keen leadership role in area and effort so we would of course be looking to her to navigate this conversation and how to organize this better going forward.

- Tina: Absolutely, I'll just add RM, that it is an essential question to solve and I worked in hln for many years in another jurisdiction in the County and time and time again, when it came to solutions and funding – a legitimate obstacle was jurisdiction and boundaries. So finding a way to more effectively wield and catalyze action across the region is critical. That is working through the odd structure that has gov't strings attached but also empowering ppl across the county is critical. I have been involved in two or three iterations to try to tackle the question. EB and I have worked on a couple together. What I feel encouraged by, in this framework, is that we are better set up than ever with this systems analysis and framework to actually make good on this promise. To be able to deliver for the County a cohesive and effective governance structure. Just looking at the basic questions of resource allocation and how do we best deal with this problem when we are in a County with the worst affordability anywhere. I mean it's huge. We don't feel it as acutely here but it's a countywide issue that affects everyone in the County. Thanks, RM, I look forward to talking more about that and figuring out a good system that works for us all.
- Jack: I have one more question, are you looking at tiny houses as part of the solution? Structures, a place for homeless to live?
- EB: Depends on what you mean, right now, are we looking at that as PH or shelter? Some of that comes down to jurisdiction where we would be putting stuff. Where in the system that particular tool lands. As part of COVID response, we had to move from

congregate shelter to a much safer model. We did acquire, we mostly paid for it, but with contribution from Housing Matters, 40 pallet shelters. The little houses that are now on Housing Matter campus and its been interesting experience for them. They were always congregate shelter – gotta have line of sight. This has brought ppl in that were never interested in shelter before, to come in, and that is a place where we have more services around sheltering than our other shelter programs. So we're playing with the idea as part of shelter as we have to move to a more non-congregate model. The broader question of how tiny homes play into a shelter solution and a long term housing solution. That's going to be something every jurisdiction is going to have to think about. When I talked to RR, there's always that question of if it's efficient land use policy to put tiny houses versus you need to do studio apts. It might be cheaper and quicker to do tiny houses but you aren't going to get the number per square acre in terms of efficient land use. So there are trade offs in all of these question we have to face and work through them together.

- Councilmember Jim Reed: To the entire team, you made reference to the fact that we are so much higher than the median area in CA in terms of the problem. Tina talked about our housing costs, by some metrics housing costs versus income we are arguably one of the worst or a handful of worst counties in the country when it comes to affordability and the magnitude of the challenge. As you outlined, we have an unusually acute hl problem across coastal CA and the entire west coast. We are in the bad sweet spot because we got a significant population but we are not a big city and big cities are being awarded with the governor's supplemental funding these last couple of years. So we missed out on some of those things, again the challenge you have in all the greater. Thank you again for what you're doing on everyone's behalf. You outlined several approaches to take and this is the ultimate multi-faced solution. It's not one thing that is going to solve this – but the question would be is there one area in particular that is going to solve this where you've seen and you're confident on your research and your assessment around here in SCZ. Where you see good bang for the buck or a little better return than you were originally envisioning in terms of resources spent and the benefit we're getting? I bring that up because in San Jose, one of things that proved most successful where we spent the dollars is on prevention. And I think somebody earlier in the PPT talk about how 40% of those surveyed said this is their first time being hl. A lot of folks don't appreciate how that number of ppl hl at any given time, who much that number is in flux, some ppl move into it for a few months. Then the success story is that we can get them out a few months later, but sadly there's a conveyer belt of ppl coming in. I know in San Jose and Santa Clara

County, there are success stories in prevention where ppl had a life changing event in their employment or costs. They just need help for two months of rent, right? Those two to three months enables a parent and a couple of kids to stay housed and safe as compared to getting out in the streets compared to the few amount of dollars it takes to pay their rent. It's been a tremendous success – it's kind of a leading questions but is there something you're excited about that has a big impact and in particular do you think prevention dollars are really well spent? And are we doing enough as a community to make sure you have the resources you need in that area?

- EB: I guess Councilmember Reed, I don't think we do have a strong enough presence in prevention and that is why is in a standalone strategy. In my old jurisdiction in Seattle, WA – that was the same thing. We need to find those families that are just on the cusp. Put $2-4k in that situation and that's resolved. And I think Santa Clara is doing something similar – it's way cheaper for us to prevent than to have ppl fall into a system care and pull them out and repair them as competent renters, all that stuff. That's where we need to move and that's part of having RR here – we need to sharpen our tool set of understanding what are triggering events and how do our existing safety net programs monitor families more closely – anyone more closely. How do we work with partners to see the signs and intercede more quickly. It's more cost effective, you're reducing trauma, there are so many reasons to move that way. It's a piece of the strategy that is going to take some work because we don't have a very strong presence currently.

- Jim Reed: I don't expect you to have an answer to this now but is it in particular as you stay in touch with Tina and other cities – I'm happy to connect you with the folks in Santa Clara County and San Jose that have been spearheading this, it is largely nonprofit driven as you know. A huge component of it is public education and letting folks at risk know who do they call and that this is even available. As you mention, the dollars sometimes are not as big as the other tools we are looking at it in the toolbox so I guess it sounds like you're way ahead of me, no surprise, but in particular there's an opportunity for really impressive traction in awareness and we can get the word out in our communities and County can do the same. Public information campaigns and foundations that can be tapped to maximize the dollars for that. So I guess in particular, it seems like there's a real opportunity there and anything we can do to assist with that, we are at your service. There's a wider conversation for the community to know that there's one place for you to go if you find yourself in a situation and there are answers. Don't give up and call this number now. However we can help with that, please give some serious thought to that. And I guess that last question would be,

several cities and jurisdictions have make efforts around Veteran homelessness and if there's a way to move the needle on that because it's a smaller subsection of the population and obviously, Vets sign up to give the ultimate sacrifice and it's a particular stain on our society for ppl that willingly make that sacrifice are in that situation. Is there a little bit more we can do to try to focus and prioritize Vets hln and how we can make more progress there?

- EB: What you articulated is that we have unique populations that have unique needs. And in particular with Vets, we do have some infrastructure here that we need to come back to and mobilize. One of the things is, if you talk to folks from the Vet community, they say "let us maximize and optimize the resources available to Vets so the other general population resources can be used to those folks that can't make sure of the Vet resource toolbox." I know before I started in 2016/2017, there was that 100 day dash, work through the name by name list. Really focusing on ending vet hln, that lost traction and there's always an opportunity, with a moment like this, to pull everyone back together and say what do we do here and how do we do it. I know from shelter in place program we have now, particular in Vets Hall in city of SCZ, the nonprofit that manages that building, they don't run the program, they're very interested in upping their game around providing services and access to Vets. I think it's not just maximizing that infrastructure, it's things around outreach. How do we have the right outreach and anyone that's been disconnected from the system of care – whether Vets or other. That's about us developing a stronger outreach program.

- Jim: Fantastic, thank you for that background. God bless you all and thank you for the efforts you're putting in and I know you're in touch with Tina and her unusual familiarity with this issue given her previous position. With elected on the line, is there one thing that we can do as a City to help? Keeping in mind we're in the same boat, we can't predict what revenue is available due to COVID – one or two things we can do that will really help you all in what you are doing. Don't feel like you have to answer that now.

- RM: I want to make one comment about how to communicate between now and when we come back. We do have the great advantage of a pre-existing relationship with Tina and connections we had. We would work in partnership to identify that answer together. I don't want to put a wish out that's unrealistic but there's lots of areas to think through and where there is a win-win, we can work with Tina on that between now and then. And I want to use as a hypothetical specific, you mentioned Vets. We would love to know what champions there are out there, you or a Vet, so that when we pull together responses to surveys, as we're thinking through our priority. If it comes

up as a priority to end hln for Vets. Ah! We had so and so say "please sign me up for a committee." To hear that as a specific, we need help and thought partners and ppl to help support the effort.

- Councilmember Lynne: I was part of the BOS presentation, so this was good to follow up and there was a lot of info there and seeing it again helps. I see, through years as a police officer, I see a few things and challenges. Some families, when I tried to take them to shelter, they didn't feel safe, so addressing that. Some of that is being able to have some segregation. The mental health issues there, drugs, cause some of those fears. I find some that are trying to find ways to find an address and they rather be hl to pay for a cell phone and 24 hour fitness so they can shower and those things. So opportunities to help them prepare for employment. If that's something built in, so someone can help update resumes and help connect and be able to successfully look for employment without an address or phone – there's no way to become employed. I saw that as a frustration and saying "I want to work but…." I had others that didn't want to stay in shelter because they would have to be sober and rules that they weren't able to follow. Those were the challenges that I don't think anyone has answers to some of those, but just being able to plug in opportunities to have an address and search for work and have support in those areas. I think it's really important. One more thing is Valley Church United is one of those nonprofits that does a lot with very little. But they are doing that prevention by helping pay rent and trying to keep them in their homes and many come back and volunteer. It might be a way to partner with Valley Churches United and be able to be a resource and work with them. Maybe they have opportunities to be supportive of this program as well. Those are the thoughts that I had. I did see Marina in Monterey County that had a specific program for hl Vets. It was quite a few years ago, but I'm not sure how it's progressed.
- RM: In want to recognize that shelter and safety, EB mentioned this in her introduction and I mentioned it with the pandemic funding we have, if you remember there were four boxes and strategies. The first strategy is better serving those who are hl including those in shelter for the very reason you described and the funding we receive with COVID allowed us to do things like add security and MH services, make in 24/7, bring food, do social distancing. So it's created a standard that we are anxious to sustain and are interested in sustaining once the money goes away. But I want to recognize that we are well aware of the anecdotes that shelters are often not appealing to ppl that are stuck and have to make choices. The second is the whole engagement that we have with gov't and the faith community. It's not just the faith community, there's philanthropic and nonprofits, there's funding and in kind. I think

there's a whole conversation to be had there and there are activities and some sort of models throughout the country where faith communities and the gov't have work together and maximize their work. One last thing, the reason why Carlos, our CAO, asked to have this office shift from CAO to Health and Human Services is partially as I heard you bring up is a lot of people might be eligible for but not enrolled in publicly available programs in HHS, like our CalWorks, general relief programs, unemployment programs. So one of the things we need to do is make sure every person who is experiencing hl and/or families is getting enrolled in existing, already funded programs. Sometimes it's just hard to navigate how to apply for and engage, that's something that we can do internally as a department to connect with RR and programs in my own department to make sure we're maximizing programs that just aren't coordinated as well as they should be.

- Jack: I want to clarify that Valley Churches used to solely be a group of churches but now they are a non-profit and their director is a former council member and mayor from Santa Cruz. They're actually – been valuable in recovery from the fires. They're a good team member to help with this as Donna pointed out. You got us rowing in the right direction, as you said RM, if our dollars are rowing in the right direction, this is a huge problem to tackle. There's no silver bullet and we are at crisis level right now for sure. Prior to COVID, it was a tough problem and will continue to be after COVID.

Supervisor Greg Caput's Virtual Town Hall (Pulled from staffer Tony Gregorio's memory)

- There was the lady from the Teen Challenge center who spoke about their new building project.
- There was Jodi Wells from the Mariposa center, who spoke about people regularly camping out and who are not a part of the shelter system and refuse to comply with the provided for services.
- There was Ron Eichhorn representing the Salesians and the Church who spoke about mental health and how it affects interactions with homeless squatters in the unincorporated area.
- In addition, Ramon Gomez asked about funding.
- Lastly, Bob Culbertson, spoke about his service as a park ranger and how they dealt with homeless campers.
  - In addition he addressed historical policy addressing mental hospitals.

Supervisor Zach Friend's Virtual Town Hall

- Barbara: I would like to know how much has been spent to alleviate the hl situation in SCZ County? Where does the funding come from?

- RM: Looking forward in future, want to establish with new office, answers to these questions will be online and given through presentations so ppl will know. Change for County government is not the funder of majority of these programs. It is federal and state gov't and we have to match. Same for hl services and COVID shelter we stood up. At fed level, HUD sends a lot of money to community through CoC. The state uses CoC as portal to send other monies. With COVID, fed FEMA and state Newsom money has come in. Some money lands in County, some go to planning depts for AH opps, and some come with grants (CalWorks, emancipated foster youth, family reunification in foster care – little pockets), a myriad of funding comes in but is put in a big bucket.

- RR: CoC and HUD funding to County – in 1987 fed gov't decided hln is national issue and McKinney Act created a funding source and HUD to spearhead and address the problem. Expectation that local communities have CoC to manage how money is used and distributed, HAP is that group in SCZ. We need to do better with this. Website captures things from HUD. Newsom wants to address this issue to create more AH to address this issue. Also statewide there's a Business Consumer Agency and their Council on Homelessness that gives out state funds. Challenge with capturing money available, at fed and state level – the money is one time money. Health emergency right now gives us one time money to get ppl safe but there isn't consistent funding stream to address this issue besides CoC money. One of the things I have done is use health care resources and partners to invest in housing. In SCZ, health care agency has WPC, the amount of funds SCZ got is $25M. It's not all for hln, more wholistic care for ppl that need access to stability but some goes to housing issues. Federally qualified Homeless Person's Health Project. RM and I want to wrap our arms around this and better point ppl to a summary of the current funding. RM and I hear ppl want to know how much money, where it's being used, and what is making a difference. In stories and not just numerical differences. We haven't done a good job with that; summarizing money available and how we are using it and making sure ppl are aware of it and the impact in the community. We need to look at investments in housing that are getting ppl off the streets. CoC money that exists is $2.5M and we want $3M a year. What can be misleading money for homelessness is that 75% is going to homeless but that's to pay for housing for ppl that used to be hl and it's an ongoing

expense of keeping them housed and providing services. On the surface the number looks big but if you subsidize ppl to be able to afford housing; that's a big chunk of the dollars so we'll do a better job teasing that out so ppl can see that.

- Nancy: You have a wealth of information, a lot of info and a lot of challenges. I'm concerned about a couple of things – one is the new hotel in the Watsonville area. What is the name of that hotel? Another question is, the ppl that we see, are they from our County? Are we taking care of our own ppl, are these a lot of other ppl? And I know we have the County tax dollars to kind of help them. You indicated there are a lot of other resources, which is wonderful, and as far as housing, we need AH but we also need mixed housing. Especially in the Watsonville community, we have a lot of AH and we seem to have a couple more projects just approved so we need some mixed housing too. And the other thing is how long is this rent going to continue where the landlords who pay property taxes, insurance, maintenance, and their own mortgages, but their renters are not paying and you know if they finish as owe $10k they'll never be able to pay that money back. So how long is that going to last? Where we house ppl, basically in some ways, for free?

- ZF: The first question was the hotel being used as a shelter site.

- RM: Thank you for those questions, I see the Watsonville site, the question on how many ppl are local, mixed housing, and the eviction moratorium. I believe you're referring to the Roadway, that two months or so, a large hotel in Watsonville was leased as part of a thing called PRK to have isolation/quarantine and it's the top floor that's being set aside in case we have a surge of ppl that can be released from hospitals but need some extra care. We're working with Health on that. That's one of six hotels, the majority are in the northern part of the county. I think I want to say one thing about the eviction moratorium, I use that as an opportunity to talk about what I find to be the complexity of being a public servant. What the federal decision versus a state decision versus a County decision versus a city decision, and I defer to Supervisor Friend to add, eviction moratoriums which are very vexing issues for the reasons you describe might help ppl not lose their housing but it is not as if there is a large number of landlords who can afford to lose that income. It's not a city or necessarily uniquely a County decision and I'll defer to the Supervisor on that but that is a national discussion going on at the federal level as well as local. I do want to make one last comment before RR talks about people that aren't local. But your comment about mixed housing, I'm not exactly sure if I'm being responsive to your comment. But I want to mention in case it is on point, the solution to the over 2,000 people exp hln here or in an community is not just building new brick and mortar housing. It is

also figuring out how to bring ppl who are currently homeless back and connect them to ppl who are important in their lives to bring services and support them; I'm not sure if that's what you mean by mixed housing. But I want to be clear the solution is not just building new places where ppl who are currently hl can move to. But to try to reconnect ppl back to places where there are already resources available to them, a room, a basement, etc. RR has been looking at stats of local versus outside.

- RR: on the eviction moratorium, it is a national issue that is really acute in CA, I appreciate the question and we all have to do some work at the state and fed level to raise the importance of it. It hasn't been highlighted or discussed at national or state level as much as I think it should. The moratorium ends in January I think and Supervisor Friend can talk about the policies and political reasons for this. I think the idea and hope is that the federal government would change at the beginning of 2021 and there would be more willingness to provide some stimulus funding to address this huge loss of income that households have had from job loss etc. that makes it really hard to pay for the housing. There's a downstream effect of ppl that own the property, there's a huge gap and lots of different estimates out there – there was one recently that I won't quote but that's something we need to address. In terms of ppl from outside the community, one of the things that the federal gov't requires local communities to do every two years is something called the Homelessness Point-in-Time Count and SCZ is home to a national survey research firm, Applied Survey Research, that helps SCZ and other counties do counts of ppl exp hln and survey and the last one done in 2019 found that ¾ of the ppl exp hln were last housed in SCZ county and most ppl are staying in the communities where they lost their housing. I came from a community where we instituted regular tracking to better understand where ppl are losing their housing, why they are losing their housing, how we can prevent that and how to make sure we're supporting ppl to stay in the communities that they are from. We're definitely going to get more information and tracking on that through time, I want to shout out the resident with the idea of mixed housing. If I understood that comment correctly, one thing we can do when we develop AH is we can isolate ppl or certain groups if we build housing for just one income group. In my experience, I have found that the most exciting and impactful projects are the ones where you mix different groups. I had one where it was senior and young ppl living in the same property and amazing interactions. Ppl of different income levels who have exp hln, ppl who are retired seniors. If that's what you mean, we have to do more of that mixed housing. There are ppl in lower middle income brackets in SCZ county

that are struggling to make it and afford to live here. If we can work together and create these housing opps, we'd be more successful.

- Jhandi Gum with Aptos Times: Since you both are new, I wanted to mention that two years ago I wrote about $20M initiative that Dignity Health was going to put towards homeless health in the communities. It was merging with another healthcare group, that was suppose to be over six years so you would think there are still a few dollars left. So FYI, my question has to do with, are tiny homes part of the solution are ADUs, the small dwelling units, is that a solution? It seems in the county the rules were streamlined but there are very few ppl building them because they are super expensive. I also wanted to ask about the SmartPath Coordinated Assessment Entry System that was suppose to keep track on hl ppl and provide you with the data that you need. That was suppose to be almost all together in 2018 but haven't heard anything about it since then.

- RM: I'll make a comment about the second, I want to endeavor that we can over the first six month plan, built up a better data system and the SmartPath system is in the Human Services Department, we do have some data integrity challenges and trying to get ppl in the queue and tracking data. It does not mean we have a place to send ppl, it's a big ecosystem of challenges there. But the point I heard that you are not hearing what came of the launch of that program and it is a goal to be more visible and public facing with all of the systems including SmartPath and what's coming behind that.

- RR: On Dignity Health, I was at a state meeting where I learned about that. I haven't checked in to see how many of those resources are still available but looking at healthcare partners to help fund some of the work we are doing makes a lot of sense and I appreciate the reminder. Just to provide context about SmartPath, we talked about requirements from HUD, the government requires communities that receive their funds to create a CE process or system for ppl exp hln, to summarize, at the local level you have to come up with a standardized way to assess ppl exp hln, matching and prioritizing them to the limited resources that are available and the name of that process in SCZ is SmartPath. I hear you that it would be nice for us to provide more information on how that's working and what the data shows and what is the standard assessment and what we're learning from it. In tiny homes, there is opp to lower the cost of construction and finding creative ways to create smaller housing units. One of things to be mindful of it not just the structures but access to electricity, water, and sewage when we do tiny homes and figuring out there's an inherent cost to getting those things set up on land and you have to weigh the pros and cons of initial investment to prepare the land and seeing home many units you can build on a

property. In general, it's much more cost effective to look at creative ways to do construction like pre-fab housing units such as shipping container type structures that ppl are putting together at 60-70% of the usual construction costs and they can build them with 30% reduction in time to get a building up and running. I do think there's a lot of potential in SCZ to do the ADU and supporting homeowners that have space to add those additional structures. I had a colleague that introduced me to 3D printed structures and a lot of international work. There are a lot of creative ways to build structures to bring ppl indoors and to the extent that current property owners are willing to invest in ADUs and create more housing for ppl, that will make a huge difference and one of the creative ways to address the issue. If we can identify a property where we can spend a few years and a larger amount of money doing a housing project, we should find ways to use the land immediately. That can be where tiny homes and other short term structures can be used to get ppl into shelter while we're raising the funds to more fully utilize the land. So definitely see a role in creative ways to create shelter quickly and be thoughtful of cost-effectiveness of those roles over time.

- John Jimmel from Nashtosh Chambers (?): Thanks to everyone trying to work on the problem. I'm curious about the potential plan, everyone is trying to address this, is there any kind of success metrics on this type of plan? Also, not just in the country, but are there successful models in the world to deal with these issues? I wanted to comment that you want to reduce hln by 30% of initial goal, that's the low hanging fruit, those are ppl that really want to get out of homelessness so my other question is, what about the last 30% of CH ppl? What strategies do you have to address those kind of problems?

- RM: I think we should limit our answer to the United States of America because our culture is so unique with capitalism and etc, income inequality. RR has shared that there are models in the nation that are little bit better than what we have – but it is a national problem and there is nobody that has cracked the nut very well. Why don't you share a bit more, Robert?

- RR: There are communities throughout the country but there isn't one in CA I would single out as a stand out there nationally. Bergen County, NJ is recognized for ending hln among Veterans and are making progress with CH (which is a jargon term) but ppl that have been hl for long periods of time and struggle with disabilities. They made significant progress because they did a lot of the things we are planning to do. They brought together health, planning, human services under an organized structure. They started to track their metrics – keeping track of how many new ppl are coming

into hln (how many ppl have lost their housing), how many ppl are staying on the streets for long periods of time, and how well we are exiting ppl back to permanent situations. Those are the core metrics that have been hard for communities to track, but in this particular community – they set up a system to track that data well and on a regular basis. Helped them show the success we all want to see. One interesting thing, I'm new to SCZ County, is that folks that don't want to move into housing – SCZ has been more successful with helping folks with long periods of hln with disabilities due to some specialized programming and resources dedicated to that population than they have been with ppl that are newly hl. Ppl that just have had a job loss and need shorter term support. One of the things the plan calls for is looking at the data and intervening earlier for the group and engaging with them to get back into work, find a place, and moving them more quickly into stable situations. I could go on about other countries, the ones that made the most progress are the ones that created more affordable solutions, more community involvement and acceptance, and organized services in a way that treated the whole person. Ppl didn't have to shop around to seven different places to get what they need. There were a team of ppl to support them, those are the key ingredients internationally and here in the States. Our task to trying to figure out how to do that in SCZ.

- Denise Elerick: I am part of the outreach team that goes into several encampments in the North County, sometimes in the South County. What I hope – is there a way to measure the impacts on our healthcare system? I'm so thrilled to hear you talk about prevention, if we can improve the health and wellbeing of ppl living unhoused. I hope we see a decrease in mortality rates, are you able to track that as a measurement of success? To show that ppl that are entering hospitals are not housed and what kind of health conditions they are arriving in because I see it as a cost saving, fewer call to health services and that costs the community a lot of money. If the community can't wrap your head around the humanitarian value of helping ppl that are living outside, so they are healthy as they can possibly be until they are not homeless that they can at least wrap their head around cost saving, fewer law enforcement engagements, few EMF calls and hospitalizations that can go 6,8,12 weeks. So are you able to collect data on that front and the prevention side of those impacts?

- RM: Are you with the County or community based organization? Good to meet you as a boots on the ground worker – anything can be measured, the issue is how much infrastructure do we have and the longitudinal studies to identify what someone's situation is beyond metrics we measure about housing to get to the whole person is a very complex endeavor. I think I want to turn to RR to ask about the whole person

care experience and the efforts in Alameda and the ones here to have integrated data systems to track some of this. Good, deep complex question and it often is a resource question.

- RR: Thank you for the outreach work that you are doing. WPC is a combined federal/state initiative or waiver to experiment with how the health care system can work more with housing. Both SCZ and the place where I was just working have invested to create better data sharing structures so we can better understand how not having a home impacts ppl's health status, the cost of health care they receive. One of the early things that is in our plan, the federal gov't requires communities to use a data system called HMIS – we have in our plan how to link that data with the healthcare data. SCZ has a long tradition called the health information exchange, so there's something in place where we can connect housing related information with healthcare data to do a better job of answering your question. Nationally, there's tons to data that show hln increases, sickness, and mortality – ppl die much earlier and have more chronic conditions without housing; including increased healthcare utilization and cost. One of my colleagues that is involved in the research found it's not cheap to involve ppl in homes and subsidize their homes. Often over the long term the cost of subsidizing, housing, and services, for some of higher cost ppl are a wash. It's not really savings for the system but we are shifting money from crisis, inhumane treatment to supporting ppl to live and stay in their homes. There's an element of not economics, but of heart. Would we keep spending money on jails, ERs, and hospitalizations or keeping ppl in someone's home and bringing care to them. We need to shift energy to bringing those services to ppl to help them keep their homes so we aren't spending money on crisis, institutionalized care. And it's a little bit of economics and heart that goes into this and it's on our mind to think through the data system on this like you suggested.
- Supervisor Friend: The interest tells me we might have to do this again, as the plan moves into the new year and moves along a little bit after the next major milestone with the Board; we can you both back on to dialogue with the community because you can tell that they are engaged and interested.

FOCUS
strategies

COUNTY OF SANTA CRUZ

HOUSING FOR A HEALTHY SANTA CRUZ –
STAKEHOLDER INPUT SURVEY RESULTS

Prepared for Housing for Health (H4H) Division by Focus Strategies
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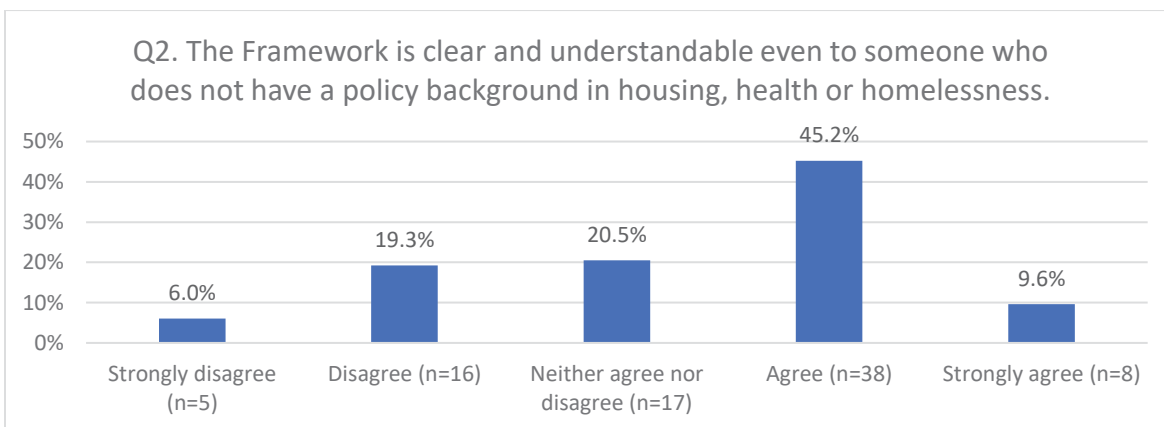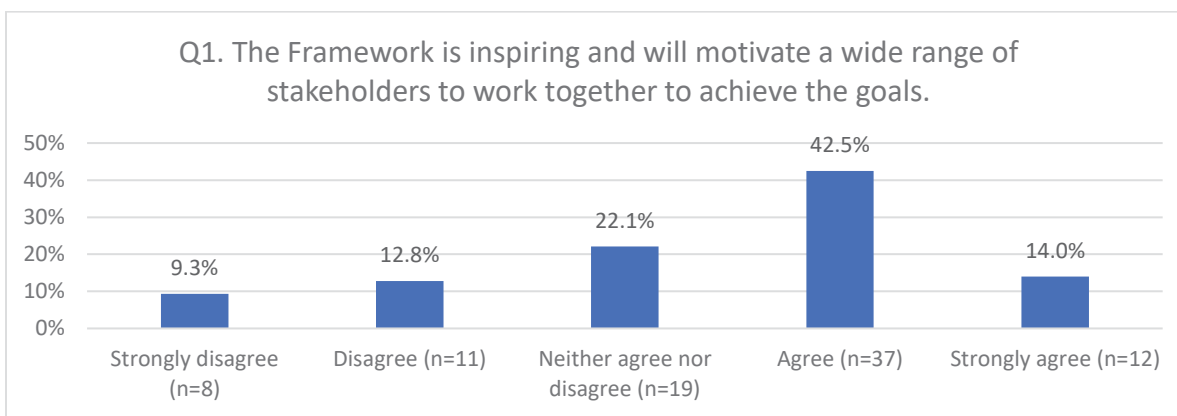
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I. Introduction

In December 2020, the Santa Cruz County Housing for Health Division (H4H) conducted an online stakeholder input survey to elicit feedback on the draft *Housing for a Healthy Santa Cruz: A Strategic Framework for Addressing Homelessness in Santa Cruz County* ("the Framework"). The survey consisted of three main sections: general input, feedback on the framework strategies, and respondent characteristics. Several types of questions were used, including multiple choice, ranking, and open-ended comments. The survey was posted in both English and Spanish on the Homeless Action Partnership (HAP) website from December 7 through December 16, 2020. A total of 88 respondents answered at least one question (87 to the English version, 1 to the Spanish version). Since all questions in the survey were optional, some respondents did not answer all the questions and there are different numbers of responses to each question. This report summarizes the survey responses.

II. General Input

The general input section consisted of four close-ended questions and one open-ended question. The first two questions concerned overall impressions of the Framework on two dimensions: (1) whether the Framework was likely to inspire collaborative action to achieve goals, and (2) whether the Framework was clear and accessible to people without a policy background in housing, health or homelessness. The next two questions asked respondents to evaluate plan targets for reducing homelessness and increasing the supply of specific types of housing on the dimensions of the ambitiousness and achievability. An opened-ended question, requesting any additional feedback on the Framework, rounded out the general input section of the survey. This open-ended question was also repeated at the end of the survey; responses to these two questions have been combined in this summary.

Overall, the majority of respondents (53%) agreed or strongly agreed that the Framework was inspiring, while slightly less than a quarter (22%) disagreed or strongly disagreed with this statement. Results were similar concerning the clarity and accessibility of the Framework for people without a pertinent policy background: 55% of respondents agreed or strongly agreed with this statement, while 25% disagreed or strongly disagreed.

Q1. The Framework is inspiring and will motivate a wide range of stakeholders to work together to achieve the goals.

9.3%	12.8%	22.1%	42.5%	14.0%
Strongly disagree (n=8)	Disagree (n=11)	Neither agree nor disagree (n=19)	Agree (n=37)	Strongly agree (n=12)

Q2. The Framework is clear and understandable even to someone who does not have a policy background in housing, health or homelessness.

6.0%	19.3%	20.5%	45.2%	9.6%
Strongly disagree (n=5)	Disagree (n=16)	Neither agree nor disagree (n=17)	Agree (n=38)	Strongly agree (n=8)

The third question asked respondents to evaluate whether the goals to reduce unsheltered and overall homelessness specified in the Framework were not ambitious enough, ambitious but achievable, or too ambitious.[1] More than half of respondents (58%) indicated that the goals were ambitious but achievable while nearly a quarter (24%) felt they were too ambitious. The fourth question prompted respondents to evaluate the Framework's proposed increase to different types of housing available for people experiencing homelessness using the same scale of level of ambition and feasibility. Slightly less than two-thirds of respondents (62%) thought that the targets were ambitious but achievable while more than a quarter (28%) indicated that the goals were not ambitious enough.

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[1] The full text of the question is: "The targets set in the Framework are to decrease unsheltered homelessness by 50% (from 2019 levels) and all homelessness by 30%, over a three-year period starting in January 2021, through improved program performance and adding new program and housing capacity."

Q3. The targets set in the Framework to decrease homelessness over a three year period are:

Not ambitious enough (n=16): 18.6%
Ambitious but achievable with everyone working together (n=49): 57.5%
Too ambitious for our community (n=21): 24.4%

Q4. The Framework calls for adding 160 new shelter beds, 100 new Permanent Supportive Housing units and 350 Rapid Rehousing slots. This expansion of capacity is:

Not ambitious enough (n=24): 27.9%
Ambitious but achievable with everyone working together (n=54): 62.8%
Too ambitious for our community (n=8): 9.3%

In the open-ended question at the end of this section (and repeated at the end of the survey), respondents were asked if there was anything else they would like to share about the draft Framework. Replies are summarized below and grouped by topic.[2]

Need for More Housing:

- Lack of suitable housing or shelter that accepts pets.
- Permanent housing is out there and cheaper than temporary placements.
- More money to building low barrier housing for homeless folks and less money to service providers. I've lived here 45 years and all the planning has ended up back where it started.
- Need more affordable housing units due to impending COVID unemployment, evictions, and effects of fires.
- Support for supportive living programs and tiny homes.
- Plan's housing solutions does not cover all people that need stable housing.

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[2] Some respondents entered general comments in the questions relating to specific strategy areas. We have moved the general comments into this section.

- Need for capacity to serve everyone. Advocate for tiny houses and hotel takeovers to create SRO units.
- Homeless people are moving to Santa Cruz weekly and there isn't enough housing.
- System blames victims of savage economic system, should force property speculators to build 10,000 units of housing.

Needs of Special Populations

- Include the needs of older people who are homeless or at risk.

Service Needs

- Need for more job skills and employment programs.

Community/Political Opportunities and Challenges

- Education of the housed – outreach between sheltered and unsheltered. Political outreach and advocacy.
- There's a lack of broad stakeholder commitment and the failure of Smart Path proposals is one reason it failed.
- NIMBY culture is a barrier and is there enough funding to make progress.
- Community-based approach would help with health and success. Consider using faith-based approach.
- There's a problem of lack of will to help homeless, there's a triage attitude of sorts in this County. Bold leadership is needed.

Need to Address Underlying Problems/Ambitiousness of Plan:

- Need a multi-pronged approach and not just housing.
- Would rethink this plan based on fact that economy is crashing and millions more Americans will be homeless. Only solution is to transform the economic system.
- This framework starts to address some of the underlying forces for people with life disabilities that lack a long-term residence.
- Concern over those facing eviction and those facing unsheltered conditions this Winter and framework's lack of ability to address the immediate crisis.
- Housing 610 households is not enough.
- Not ambitious enough but realistic for the community context.
- Homelessness should be multi-system approach to reduce systemic roots that contribute to housing instability.

- Rehousing should include housing relocation and alternative placements outside the County.
- Excludes people that have had bad service experiences and want to avoid the system.
- Poor coordination among the different homelessness service providers. Should have realistic work towards goals and progress should be tracked.

Funding/Resource Challenges:

- People experiencing homelessness are coming to Santa Cruz from other areas and not enough funding is available to support ending everyone's homelessness.
- Funding isn't sufficient to increase high quality capacity – need to be realistic about long term goals that can help.
- A lot will depend on funding. Managed encampments should not be overlooked.

Comments on Plan Language:

- If you want public opinion, write in a way public understands. This is not written at 7-8th grade level.
- Plan could be simpler, too many buzz words.
- Plan is well written.
- Promote inclusivity by making wording 7-8th grade level, excludes community members if public surveys are difficult to understand.
- Specify where practices and recommendation have worked in other communities.

Other Comments:

- City Manager (didn't mention city) has handled situation terribly, County's partners need to approach the issue with care.
- Wasting county resources on undocumented people in South County. South County shouldn't be prioritized when legal citizens are not having needs met.
- People should work.

III. Strategies

The next section of the survey asked respondents to evaluate four strategies articulated in the Framework. Each strategy comprised a subsection of the survey and included information about the strategy along with links to the Framework. Within each subsection the same questions were posed: 1) how important was the strategy (on a scale from not at all important to very important); 2) which were the most important sub-strategies supporting that strategy (in which respondents were

asked to the importance of the sub-strategies provided); and 3) were there any key strategy area or work missing from this section.

Strategy 1. Enhance and Effectively Target Outreach, Engagement, and Temporary Shelter Resources

Results on the perceived importance of Strategy 1 are provided below. Overall, 88% of respondents indicated that this strategy was important or very important.
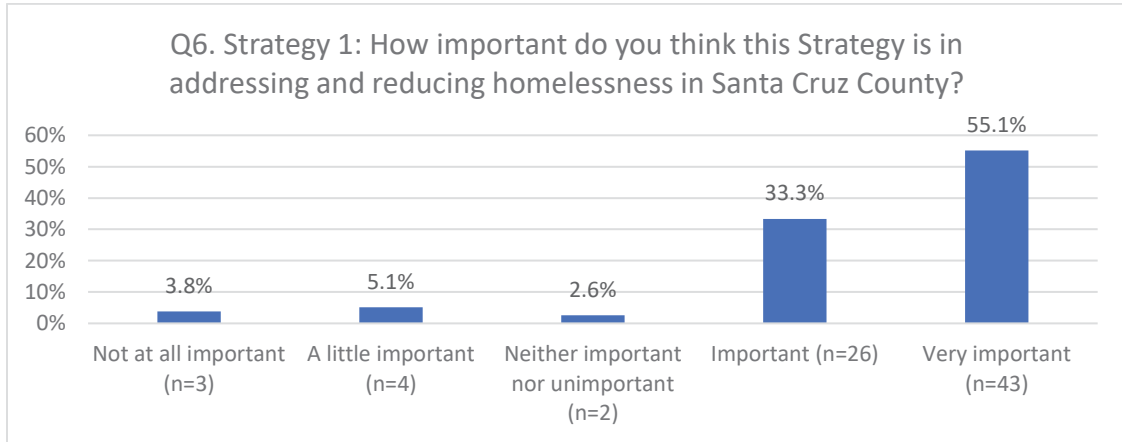
Four sub-strategies associated with enhancing outreach, engagement and temporary shelter are provided in the table below.

Strategy 1: Sub-strategies

Sub-strat 1	Reduce barriers to shelter, particularly for people with disabling conditions and/or those with a history of not accessing the existing shelter system.
Sub-strat 2	Continue to ensure shelters are safe and supportive environments that protect the health of their residents.
Sub-strat 3	Ensure all shelters residents are provided with care management, housing navigation and other financial supports that bolster their ability to secure housing, making shelter stays a brief stop on the pathway to housing. Embed rapid housing problem-solving practices in all shelters.
Sub-strat 4	Develop capacity for health and housing-focused street outreach to connect all people experiencing unsheltered homelessness throughout the county with the crisis support services they need while assisting them to develop a health and housing plan and secure permanent housing.

Respondents were asked to rank their importance in order (with 1 being the most important priority to focus on in the first six-month plan). The ranking results are displayed in the table below;[3] the number of people who ranked each sub-strategy in each position is provided. Overall, the data suggest stakeholders believed the two most important sub-strategies are #3 (Ensure all shelters residents are provided with care management, housing navigation and other financial supports that bolster their ability to secure housing) and #1 (Reduce barriers to shelter, particularly for people with disabling conditions and/or those with a history of not accessing the existing shelter system).

	Sub-strategy 1	Sub-strategy 2	Sub-strategy 3	Sub-strategy 4
	N	N	N	N
Ranked 1st	19	15	31	15
Ranked 2nd	20	18	22	20
Ranked 3rd	16	28	16	20
Ranked 4th	25	18	12	25
Total N	80	79	81	80
Average Rank	2.59	2.62	2.10	2.69
Final Rank	*2*	*3*	*1*	*4*

Other Work or Strategies

Respondents were given an opportunity to provide input on anything missing from this strategy. These responses are summarized below and grouped by topic:

Strategies for Encampments

- Managed encampments should be considered. Meet shelter and basic services first.
- Access to adequate food and water for street homeless folks, including undocumented.
- City of Santa Cruz have disproportionately more homeless than other communities. There's not enough treatment or enforcement to make a difference. Tolerant attitude to encampments and low-level criminal activity makes city a magnet.
- No effective plan to address encampments. Jessica Scheiner had drafted one, but it stalled due to COVID.

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[3] Graphs of the frequencies of the ranking of each sub-strategy are provided in Appendix A.

Outreach

- Outreach programs need adequate staffing.
- Not all outreach is housing focused. County should add job classification for Community Health Outreach Worker and Housing Navigator.
- Need outreach team that can do street outreach. Need to get people to housing so waitlists can move forward.
- Outreach should include law enforcement and courts.
- Outreach teams should invite more people who have lived experience to the table to give feedback.

Shelter System

- Would like to continue emergency shelter system established under COVID-19.
- Address issue of no pets in shelters – people opt out of shelter because of it.
- Need to secure beds in medical, substance use, and behavioral health facilities. Need more housing navigation.
- Women and children (without adult male partners) need separate shelter.
- Improving shelters will require substantial staff recruitment, training, and retention to have skills necessary to navigate community resources.
- The County should not help those that can help themselves. Add more case management and recovery services in shelters to help detox. Would motivate residents and give them something positive to do.
- Shelter cannot be 90% of a person's monthly income.

Service Needs

- Need to acknowledge addressing substance abuse.
- Need more emphasis on mental health barriers.
- Need to provide support to promote wellness once people are housed.
- Harm reduction should be practiced, and houseless people should provide input.
- Need intensive case management, substance use help, and coping skills program.
- Need targeted services to vulnerable populations such as youth, LGBTQ, medically frail, etc.).
- One-on-one intensive case management that helps people learn additional skills and help with debilitating conditions that are barriers to housing.
- Include addiction program sand occupational training.
- More accessible treatment options, especially if they are promoted as part of outreach.

Strategy 2: Expand Permanent Housing Exit Resources and Pathways

Responses to the perceived importance of this strategy are displayed in the graph below. More than 90% of respondents rated this strategy as being very important or important.

Q9. Strategy 2: How important do you think this Strategy is in addressing and reducing homelessness in Santa Cruz County?

Response	Percentage
Not at all important (n=1)	1.4%
A little important (n=5)	6.8%
Neither important nor unimportant (n=1)	1.4%
Important (n=22)	30.1%
Very important (n=44)	60.3%
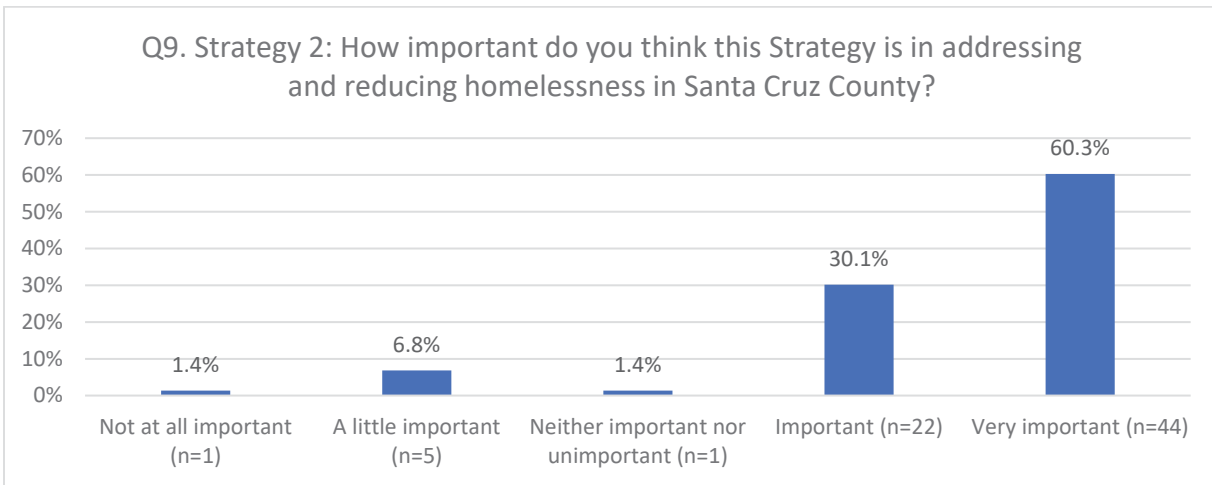
Strategy 2 also had four sub-strategies associated with it. These are enumerated in the table below.

Strategy 2: Sub-strategies

Sub-strat 1	Develop or purchase units to expand housing specifically targeted to people experiencing homelessness, including taking advantage of new funding opportunities.
Sub-strat 2	Expand and improve the effectiveness of rapid rehousing rental assistance programs to quickly return people to housing.
Sub-strat 3	Develop landlord engagement strategy for property owner/manager recruitment.
Sub-strat 4	Implement changes to Coordinated Entry to support improved pace and effectiveness of housing exits.

Respondents were asked to rank their importance in order (with 1 being the most important priority to focus on in the first six-month plan). The ranking results are displayed in the table below; the number of people who ranked each sub-strategy in each position is provided. Overall, the data suggest stakeholders believed the two most important sub-strategies are #1 (Develop or purchase units to expand housing specifically targeted to people experiencing homelessness, including taking advantage of new funding opportunities) and #2 (Expand and improve the effectiveness of rapid rehousing rental assistance programs to quickly return people to housing).

	Sub-strategy 1	Sub-strategy 2	Sub-strategy 3	Sub-strategy 4
	N	N	N	N
Ranked 1st	38	16	9	7
Ranked 2nd	16	28	22	4
Ranked 3rd	9	22	21	18
Ranked 4th	7	4	18	39
Total N	70	70	70	68
Average Rank	1.79	2.20	2.69	3.31
Final Rank	1	2	3	4

Other Work or Strategies

Respondents were given an opportunity to provide input on anything missing from this strategy. These responses are summarized below and grouped by topic:

Housing Acquisition/New Construction

- System should develop and purchase more units.
- Reduce approval costs and fees for developing new supportive housing. Start developing public land, especially in South County. Don't purchase units, displaces people.
- None of the strategies are new. Affordable housing units in Swenson developments are still vacant.
- Incentivize landlords to transition their Airbnb units to housing rental for residents.
- Coordinated Entry should be more flexible, there are some major restrictions that don't accurately reflect those in need.
- Community engagement to develop acceptance of new sites throughout county. There's a lack of political will and sites are concentrated in one area.
- Need specifics on types of housing units being proposed and demographics being serviced. What is capacity of local government to increase housing supply?
- Siting is big challenge.
- Have to work on the long-term solutions of housing supple by addressing zoning, fees, processes involved with developing new housing.

Services to Sustain Housing/Housing with Onsite Services

- Need safety net for older adults and those with medical conditions, such as board and care homes.
- Emphasize mental health.

- Develop transitional supportive housing programs with tiny homes.
- Ancillary support services are key.
- Intensive case management.
- Address addiction and symptoms of mental health.
- Help maintain permanent housing with semi-monthly counseling, linkages to resources, and measurable goals for clients.

Landlord Engagement/Housing Navigation

- Hire more housing navigators and landlord outreach worker.
- Landlords already exploit renters and not many will opt for this program.

Rental Assistance

- Rental assistance and voucher programs should match the current rental market.
- RRH capacity needs to be increased to reach goals.

Other Comments

- Goal should not leave out immediate steps and aid such as managed encampments. The Plan is realistically a long-term plan.
- Respect that people choose to shelter outdoors, and their health and safety should be addressed.
- More strategies to support middle aged, middle income residents and families that are struggling with housing competition.

Strategy 3: Implement Targeted Prevention, Diversion and Housing Problem Solving Interventions

Respondent views on the importance of the prevention and diversion strategy are illustrated in the graph below. More than 91% of respondents rated this strategy as being very important or important.

Q12. Strategy 3: How important do you think this Strategy is in addressing and reducing homelessness in Santa Cruz County?
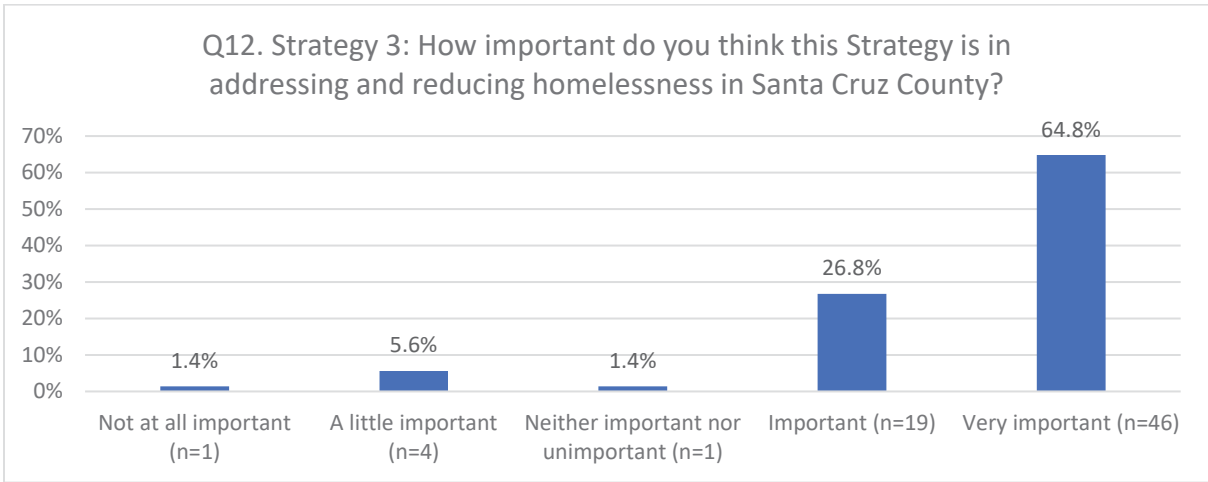
The Framework contains the two sub-strategies supporting targeted prevention and diversion described below

Strategy 3: Sub-strategies

Sub-strat 1	Implement systemwide Housing Problem Serving for those seeking a housing crisis response and support services by integrating this practice into Smart Path – Coordinated Entry.
Sub-strat 2	Coordinate with other community and public entities to provide well-designed and targeted prevention assistance throughout the community; prioritize prevention assistance offered in the homelessness response system for those at most severe risk of homelessness.

Respondents were asked to rank the two sub-strategies in order of importance to focus on in the first six-month plan. The ranking results are displayed in the table below; the number of people who ranked each sub-strategy in each position is provided. Overall, the data suggest stakeholders believed the most important sub-strategy is #2 Coordinate with other community and public entities to provide well-designed and targeted prevention assistance throughout the community).

	Sub-strategy 1	Sub-strategy 2
	N	N
Ranked 1st	20	46
Ranked 2nd	46	20
Total N	66	66
Average Rank	1.69	1.30
Final Rank	**2**	**1**

Other Work or Strategies

Respondents were given an opportunity to provide input on anything missing from this strategy. These responses are summarized below and grouped by topic:

Need to Address Root Causes (High Cost of Housing, Lack of Housing)

- Need strategy to address extreme inflation of rental housing.
- Plan does not adequately address ground conditions.
- I don't agree with either of the two options as a priority.
- Neither action is a compelling approach to this problem. County should create a rent board and rent forgiveness program.
- Rent controls and tenant protections.
- Need a full endorsement and cooperative effort to add significantly to total rental housing supply.

Services to Prevent Homelessness

- Referral specialists need more training to understand eligibility of all programs.
- People should be clean and sober to get housing, mental health should be looked at and monitored.
- Need resources to address hoarding and other behavioral health issues.
- Need more funds for staffing and case management for prevention efforts.
- Ensure prevention work includes right to counsel for those facing eviction.
- Increase funding for flexible assistance.
- Consider HOMEBRIDGE model in San Francisco.
- Homeless prevention and eviction programs and services.

Diversion and Smart Path Improvements

- Should monitor and analyzed diversion practices and rates of returns to homelessness.
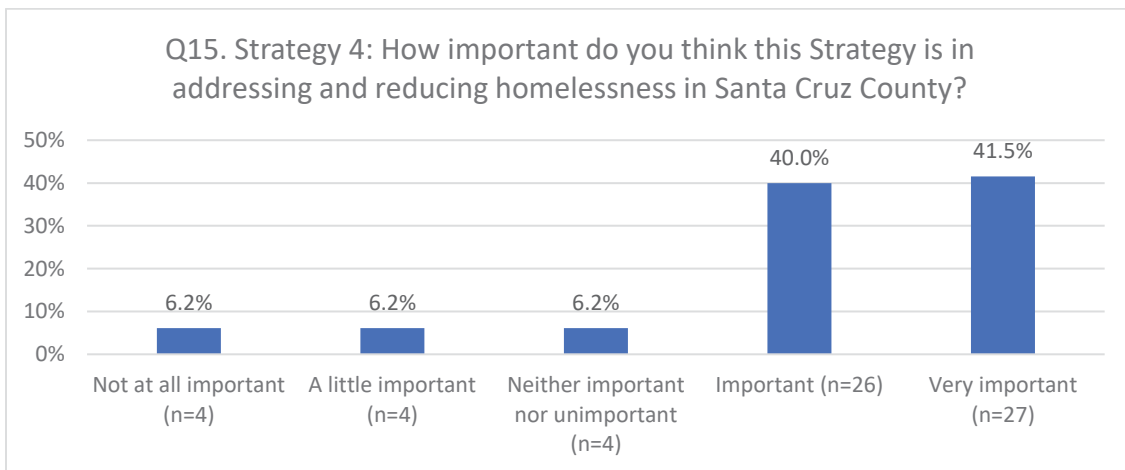
- Smart Path is not effective at meeting needs of people with greatest vulnerabilities.
- Smart Path should be ended. It asks the wrong questions; we are unhoused because we can't afford housing.

Other Comments

- Aged homeless people should be the priority. People flock to this county because of reputation of providing endless free services.

Strategy 4: Implement New Governance, Planning, Evaluation, and Communication and Collaborative Action Structures.

As depicted below, slightly more than 80% of respondents viewed the governance-related strategy as being very important or important. This represents the lowest level of perceived importance among the four strategies.

Q15. Strategy 4: How important do you think this Strategy is in addressing and reducing homelessness in Santa Cruz County?

The sub-strategies supporting the fourth strategy and a graph of ranked importance are provided below.

Strategy 4: Sub-strategies

Sub-strat 1	Finalize the design, launch and operate a new regional governance entity.
Sub-strat 2	Authentically and meaningfully involve people with lived experience of homelessness in system design and oversight.
Sub-strat 3	Establish and support the Housing for Health (H4H) division within the County of Human Services Department (HSD) and provide sufficient resources to support overall implementation, development and implementation of six-

		month work plans, ongoing data and evaluation, and administrative support of the new regional governance structure.
Sub-strat 4		Develop and maintain commitment and capacity to become fully data-informed at all levels of the homelessness response system.

Respondents were asked to rank their importance in order (with 1 being the most important priority to focus on in the first six-month plan). The ranking results are displayed in the table below; the number of people who ranked each sub-strategy in each position is provided. Overall, the data suggest stakeholders believed the two most important sub-strategies are #3 (Establish and provide sufficient resources to support the Housing for Health (H4H) division within the County of Human Services Department (HSD)) and #2 (Authentically and meaningfully involve people with lived experience of homelessness in system design and oversight).

	Sub-strategy 1	Sub-strategy 2	Sub-strategy 3	Sub-strategy 4
	N	N	N	N
Ranked 1st	7	25	25	6
Ranked 2nd	20	12	20	11
Ranked 3rd	4	17	15	27
Ranked 4th	34	9	3	19
Total N	65	63	63	63
Average Rank	3.00	2.16	1.94	2.94
Final Rank	*4*	*2*	*1*	*3*

Other Work or Strategies

Respondents were given an opportunity to provide input on anything missing from this strategy. These responses are summarized below and grouped by topic:

Composition of Governance Body

- Housing Authority should be part of Plan, need regulation of the rental market and public housing.
- Efforts on governance is too limited to local government, should include faith organizations, businesses, philanthropy.
- Ensure diversity in governance entity in every respect (race, age, spirituality, disability, etc.).
- Get answers and opinions from people that are actually homeless and those that have gotten off the streets.

Relationship of Homelessness Response to Disaster Planning

- Implement a recovery plan for people to get housing.
- Disaster planning from pandemic and fires should be dealt with separately from homeless population.

Use of Data/Coordination/Accountability for Results

- Data driven is key, don't waste resources and time on initiatives that don't work.
- Ensure cities prioritize in the same way and that there is jurisdictional support for Plan.
- City and County should agree on where to place resources.
- Focus should be on coordinated efforts, adequate resources, and active case management and tracking and accountability for progress.

Other Comments

- Bureaucracy shouldn't be a strategy.
- We have been priced out of housing, provide housing to everyone.

Additional Strategies

Respondents were asked if there are any additional strategies or sub-strategies that should be included in the Framework. Responses are summarized below:[4]

- Managed encampments.
- Possible addition of new housing opportunities like the SPRUNG buildings in Salinas' Chinatown.
- Defund the police, valuable resources are being wasted on cops. Invest in more permanent supportive housing.
- Public advocacy for larger scale reforms that would address housing costs.
- Plan is light on how equity lens is being applied and how we will know it is having an impact.
- Greater equity to people of color, disabled or older adults, previously incarcerated individuals, and those in poverty.
- Help undocumented families.
- Should increase the capacity for our local SUD treatment facilities to match the potential population that may require those services.
- Might be worth prioritizing assistance to those born and raised in County – scale assistance based on length of residency status.

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[4] Some of the additional strategies suggested in this question have been grouped in the relevant strategy area or under general input.

- Strategies are not based in reality, property speculating class must be forced to end evictions and build free housing or go to jail.

IV. Respondent Characteristics

The final section of the survey asked respondents to share information about themselves and their connection to the issue of homelessness. Specific prompts included: geographic location, current housing situation, connection to the issue of homelessness, race, ethnicity, age category, and gender. They were also asked to indicate how they heard about the survey.

We note the following findings:

- Respondents were most likely to reside in Santa Cruz (32%)
- The majority of respondents have never experienced homelessness and are currently stably housed (55%) though a significant portion indicated that they had previously experienced homelessness (32%)
- Of the possible links to homelessness (respondents were asked to select all categories that applied), the most common categories cited were:
  - Working in the public sector (45%)
  - Working or volunteering in the nonprofit sector working on homelessness (45%)
  - Having a personal interest in homelessness (44%)
- The majority of respondents were white (69%)
- 31 % of respondents indicated they were Latinx, 56% indicated they were non-Latinx, and 13% indicated they preferred not to answer the question
- The age range of respondents was concentrated in the 26-61 category (72%)
- A majority of respondents were female (59%); 35% were males
- The most common source of information for the survey was an informational E-Mail sent to the respondent

Responses are detailed in the table below.

Respondent Characteristics

	N (65)	%
Residence		
Santa Cruz	32	21.9%
Scotts Valley	1	0.9%
Unincorporated Area – Mid-County (Aptos, Corralitos, Soquel)	9	8.0%

Unincorporated Area – North County (Ben Lomond, Bonny Doon, Boulder Creek, Brookdale, Felton, Davenport, Zayante)	4	3.8%
Unincorporated Area – South County (Freedom, La Selva Beach, Rio Del Mar)	2	2.0%
Watsonville	10	10.2%
I'd prefer not to answer	7	10.8%
	N (66)	**%**
Housing Situation		
I am currently homeless	0	0.0%
I have been homeless previously	21	31.8%
I have never experienced homelessness, but my current housing situation is unstable	0	0.0%
I have never experienced homelessness and I have stable housing	36	54.5%
I'd prefer not to answer	9	13.6%
	N (64)[5]	**%**
Relationship to Homelessness		
I work in the public sector	29	45.3%
I work or volunteer in the nonprofit sector working on homelessness	29	45.3%
I work or volunteer in the nonprofit sector working on other needs	15	23.4%
I work or volunteer in the faith community	6	9.4%
I work or volunteer with a neighborhood, business or community group that is connected to homelessness	11	17.2%
I am personally interested in homelessness	28	43.8%
	N (64)	**%**
Race		
Asian	1	1.6%
Black or African American	1	1.6%
Multi-Racial	8	12.5%
Native Hawaiian or Other Pacific Islander	1	1.6%
White	44	68.8%
I'd prefer not to answer	9	14.1%

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[5] Respondents were asked to select all categories that applied. Sixty-four respondents selected at least one category.

	N (61)	%
Ethnicity		
Latinx	19	31.1%
Non-Latinx	34	55.7%
I'd prefer not to answer	8	13.1%
	N (65)	**%**
Age Category		
Under 18 years of age	0	0.0%
18 – 25 years	5	7.7%
26-61	47	72.3%
62 +	10	15.4%
I'd prefer not to answer	3	4.6%
	N (65)	**%**
Gender		
Female	38	58.5%
Male	23	35.4%
Gender non-conforming	0.0	0.0%
Transgender - Female to Male	0.0	0.0%
Transgender – Male to Female	0	0.0%
Not Listed	1	1.5%
I'd prefer not to answer	3	4.6%
	N (63)	**%**
Source of Information about the Survey		
Another Community Member	4	6.3%
City Council Meeting	0	0.0%
County Board of Supervisors Meeting	6	9.5%
Homeless Action Partnership Meeting	9	14.3%
Informational E-Mail Sent to me	31	49.2%
Other (please specify)	13	20.6%
	N (13)	**%**
Other Sources Survey Information (Detail)		
Attended one meeting and followed in various ways.	1	7.7%
Being a public employee	1	7.7%
Email from the County	1	7.7%
Email sent to me	1	7.7%
Employer, HAP	1	7.7%

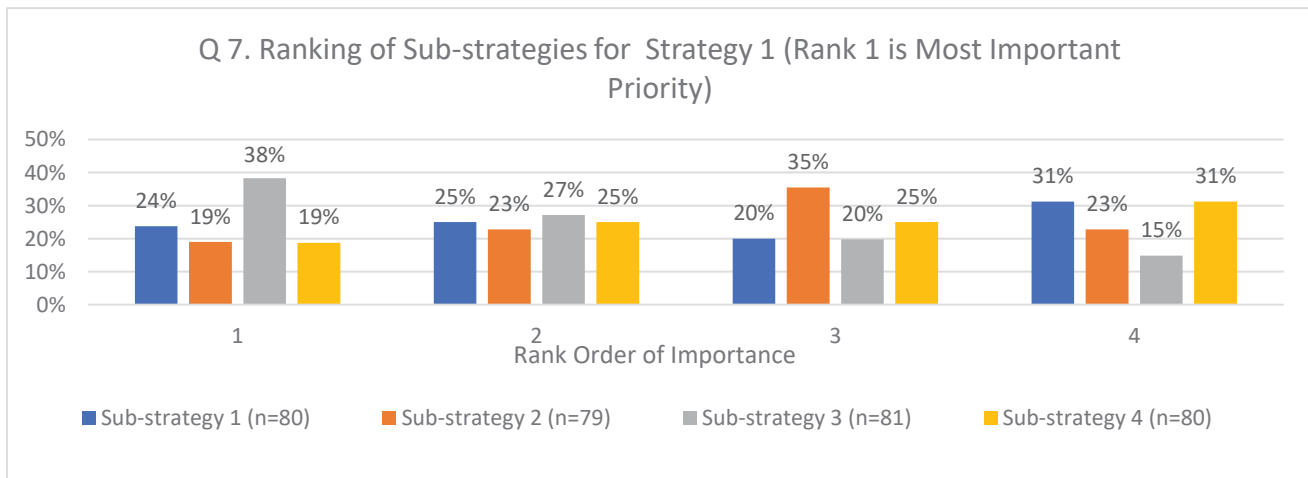|		
Facebook	1	7.7%
Families in Transition	1	7.7%
I work for the County in the COVID In Place Shelter for TAY	1	7.7%
Local nonprofit	1	7.7%
My mentor from SmartPath to Housing and Health	1	7.7%
Randy Morris, Director of Santa Cruz County Human Services Department	1	7.7%
SW	1	7.7%
Work	1	7.7%

Appendix A

Detailed Frequencies of Ranks for Each Strategy's Sub-Strategy

Strategy 1. Enhance and Effectively Target Outreach, Engagement, and Temporary Shelter Resources.

Sub-strat 1	Reduce barriers to shelter, particularly for people with disabling conditions and/or those with a history of not accessing the existing shelter system.
Sub-strat 2	Continue to ensure shelters are safe and supportive environments that protect the health of their residents.
Sub-strat 3	Ensure all shelters residents are provided with care management, housing navigation and other financial supports that bolster their ability to secure housing, making shelter stays a brief stop on the pathway to housing. Embed rapid housing problem-solving practices in all shelters.
Sub-strat 4	Develop capacity for health and housing-focused street outreach to connect all people experiencing unsheltered homelessness throughout the county with the crisis support services they need while assisting them to develop a health and housing plan and secure permanent housing.

Overall, the third sub-strategy (adequately resourcing support services to shelter residents to find permanent housing) was selected as the most important sub-strategy most frequently (38% of respondents), as well as the second most-important sub-strategy (28%). The rest of the sub-strategies were essentially evenly divided, with the second sub-strategy (ensuring health and safety of shelter residents) being cited most frequently as the third most important sub-strategy (36%) and sub-strategies 1 (reducing barriers to shelter) and 4 (developing capacity for street outreach) selected as the least important sub-strategy (32%).

Q 7. Ranking of Sub-strategies for Strategy 1 (Rank 1 is Most Important Priority)

	Rank 1	Rank 2	Rank 3	Rank 4
Sub-strategy 1 (n=80)	24%	25%	20%	31%
Sub-strategy 2 (n=79)	19%	23%	35%	23%
Sub-strategy 3 (n=81)	38%	27%	20%	15%
Sub-strategy 4 (n=80)	19%	25%	25%	31%

Rank Order of Importance

■ Sub-strategy 1 (n=80)   ■ Sub-strategy 2 (n=79)   ■ Sub-strategy 3 (n=81)   ■ Sub-strategy 4 (n=80)

Strategy 2: Expand Permanent Housing Exit Resources and Pathways.

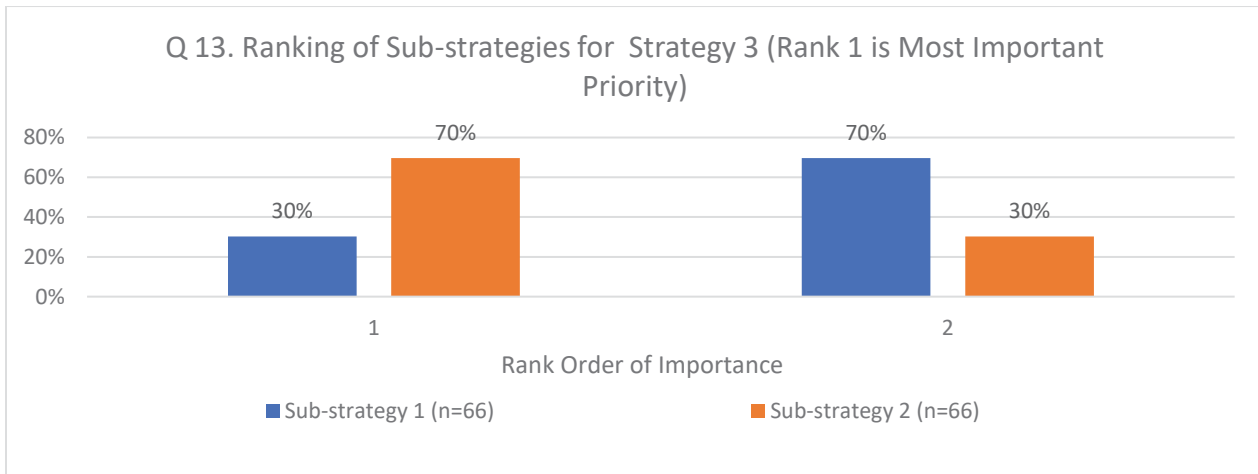| Sub-strat 1	Develop or purchase units to expand housing specifically targeted to people experiencing homelessness, including taking advantage of new funding opportunities.
Sub-strat 2	Expand and improve the effectiveness of rapid rehousing rental assistance programs to quickly return people to housing.
Sub-strat 3	Develop landlord engagement strategy for property owner/manager recruitment.
Sub-strat 4	Implement changes to Coordinated Entry to support improved pace and effectiveness of housing exits.

Among the sub-strategies supporting the expansion of permanent housing resources and pathways, the first sub-strategy, developing or purchasing units dedicated to people experiencing homelessness was most commonly cited as the most important priority (54%). The next sub-strategy most likely to be ranked as the first or second most important concerned the expansion and improvement of rapid rehousing (sub-strategy 2), with 23% ranking it first and 40% ranking it second. Sub-strategy 4, changing Coordinated Entry to improve the speed and effectiveness of housing exits, was the sub-strategy mostly to ranked fourth or least important (57%).
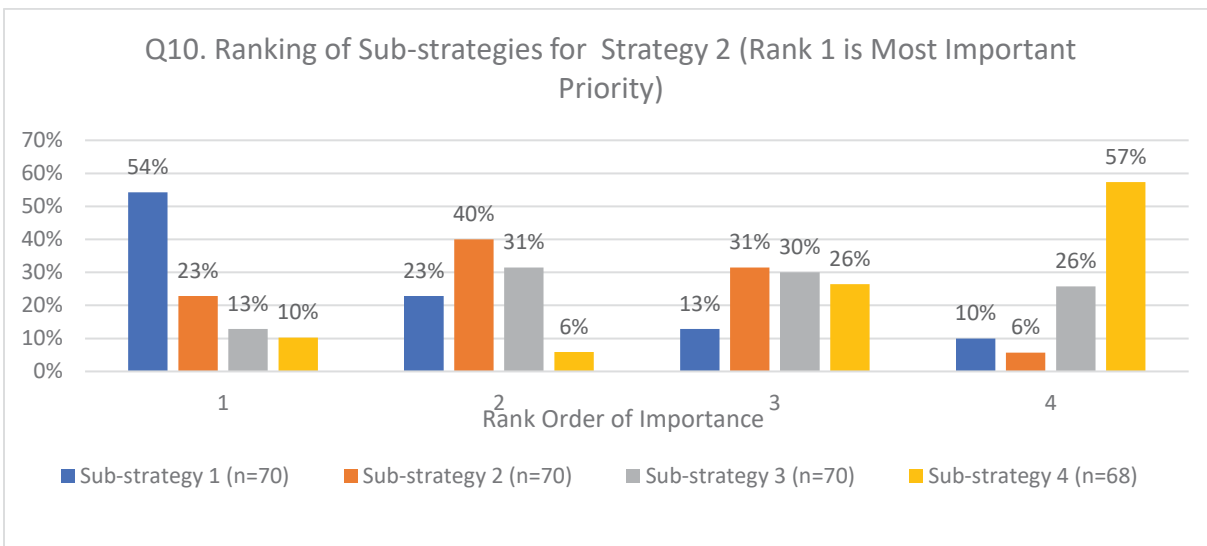
Q10. Ranking of Sub-strategies for Strategy 2 (Rank 1 is Most Important Priority)

Strategy 3: Implement Targeted Prevention, Diversion and Housing Problem Solving Interventions

Sub-strat 1	Implement systemwide Housing Problem Serving for those seeking a housing crisis response and support services by integrating this practice into Smart Path – Coordinated Entry.
Sub-strat 2	Coordinate with other community and public entities to provide well-designed and targeted prevention assistance throughout the community; prioritize prevention assistance offered in the homelessness response system for those at most severe risk of homelessness.

Approximately, 70% of respondents viewed the second sub-strategy (coordinating with other actors to provide targeted prevention assistance to those with those at greatest risk of homelessness) as being more important than the first sub-strategy (implementing a housing crisis response and support services component in Smart Path).


Q 13. Ranking of Sub-strategies for Strategy 3 (Rank 1 is Most Important Priority)

Strategy 4: Implement New Governance, Planning, Evaluation, and Communication and Collaborative Action Structures

Sub-strat 1	Finalize the design, launch and operate a new regional governance entity.
Sub-strat 2	Authentically and meaningfully involve people with lived experience of homelessness in system design and oversight.
Sub-strat 3	Establish and support the Housing for Health (H4H) division within the County of Human Services Department (HSD) and provide sufficient resources to support overall implementation, development and implementation of six-month work plans, ongoing data and evaluation, and administrative support of the new regional governance structure.

Sub-strat 4	Develop and maintain commitment and capacity to become fully data-informed at all levels of the homelessness response system.

Overall, the second (involving people with lived experience into system design and oversight) and third (supporting development of Housing for Health division and ensuring that six-month work plans are adequately resourced) sub-strategies were cited as being the most important priority by 40% of respondents. The first sub-strategy (finalizing the design and implementation of a new regional governance structure) was ranked as the second most important sub-strategy by 31% of respondents and the least important sub-strategy by 52% of respondents. The fourth sub-strategy (developing and sustaining data-analytic capabilities) was most likely to be ranked third (43%).

Q16. Ranking of Sub-strategies for Strategy 4 (Rank 1 is Most Important Priority)
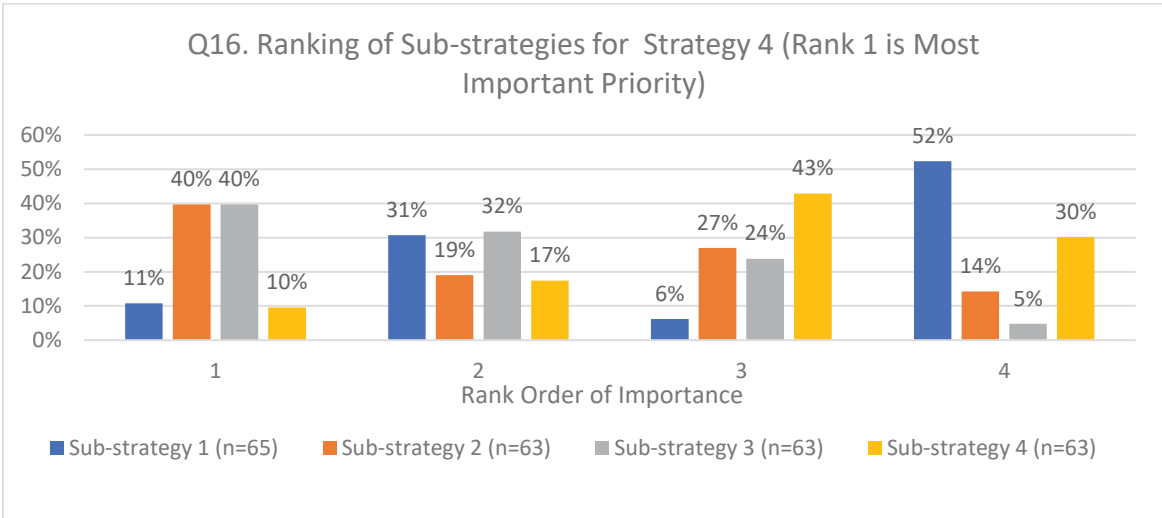
County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Manu Koenig, First District Supervisor, Ryan Coonerty, Third District Supervisor
       (831) 454-2200
Subject: Housing Communities to Address Homelessness
Meeting Date: March 9, 2021

Recommended Action(s):

1) Direct the Housing for Health Division of the Human Services Department to work with other relevant county departments to explore the creation of guidance and policy recommendations related to the development and siting of a variety of temporary shelter, safe sleeping, and safe parking opportunities, including, but not limited to, moveable tiny homes, Conestoga huts, pallet shelters, and recreational vehicles (RVs). Recommendations will focus on the unincorporated urban services line areas of the County;

2) Identify and prioritize available public and private property as well as County property outside of the cities of Santa Cruz, Watsonville, Capitola and Scotts Valley that could be used for temporary shelter operations. Provide a list of potential sites and report back during the 6-month work plan progress report on available option;.

3) When identifying potential emergency shelter sites, at least 120 units for homeless households shall be located within the urban services line in the unincorporated part of the county; and

4) Report back during the update on the 6-month work plan on any barriers to achieving these goals and include recommendations to effectuate the goals stated above.

Executive Summary:

Our Board will be considering the approval of "Housing for a Healthy Santa Cruz: A Strategic Framework for Addressing Homelessness in Santa Cruz County" and an associated 6-month work plan on March 9th. The Plan proposes the provision of 600 emergency shelter and transitional housing beds countywide. With more than half the County's population living in the unincorporated area, it is important that our Board participate in this effort and support the creation of emergency shelter capacity within the unincorporated urban services line.

Furthermore, Santa Cruz County expanded its emergency shelter capacity by over 370 beds using one-time COVID-19 emergency response resources. As the COVID-19 crisis and associated resources come to an end, the County will see a significant decline in emergency shelter capacity that could contribute to a rise in the number of unsheltered homeless households in the County.

Addressing the need for shelter, as part of an overall strategic framework, will take an "all hands-on deck" approach by local government, non-profit, faith and neighborhood communities. Working together we need to build and operate hundreds of temporary housing units with stable funding and locations that help as many households as possible transition from homelessness to permanent homes.

Background and Analysis:
This Board has taken strong and meaningful actions in response to the serious issue of unhoused people living in Santa Cruz County. This of course is a long-standing problem made significantly worse by the COVID pandemic, limited resources, and the increasing wealth gap in our nation. On March 9, our Board will consider taking final action on a Strategic Framework developed from the analyses and recommendations from Focus Strategies, as well as from substantial public input from civic and community partners. The Framework calls for a coordinated, multifaceted approach to homelessness in our County that includes the expansion of emergency shelter capacity. This Board action supports this expansion with recommendations to create additional capacity within the unincorporated County urban services line.

Environmental Impact:
While the program when implemented may have environmental impacts, the development of the program has none.

Strategic Plan Element(s)
1A: Comprehensive Health and Safety: Health Equity
2B: Attainable Housing: Community Development

Submitted by:
Manu Koenig, First District Supervisor, Ryan Coonerty, Third District Supervisor

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
        (831) 454-2100
Subject: General Fund Mid-Year Budget Report
Meeting Date: March 9, 2021

Recommended Action(s):

1. Accept and file update on the General Fund Mid-Year Budget Report with updated estimates for Fiscal Year (FY) 2020-21, updated requests for FY 2021-22 and an updated five-year General Fund forecast; and

2. Direct the Personnel Director, County Administrative Officer, and Auditor-Controller-Treasurer-Tax-Collector to take administrative action as needed to extend the furlough completion date for specified employees assigned to the Health Services Agency Department Operations Center into FY 2021-22.

Executive Summary

The purpose of this annual report is to provide an update on the financial position of the County. The General Fund is the focus of this report because it is most at risk from state and federal budget impacts and economic trends and provides the majority of funds for quality of life services such as public safety and matching funds for health and human services. The report also includes an update to the General Fund five-year forecast based on current information and revised estimates for the current and upcoming budget year.

The County Administrative Officer will provide the Board with the 2021-22 Proposed Budget by May 11, 2021. The Board and the public will also have an opportunity to provide input during budget hearings scheduled June 21-29, 2021.

Background

On January 12, 2021, the County Administrative Office (CAO) presented an updated FY 2021-22 budget forecast. This report provided an overview of the FY 2020-21 General Fund budget compared to estimates and updated information on FY 2021-22 General Fund budget projections.

Prior FY 2020-21 estimates indicated General Fund revenue growth would exceed expenditure growth and budget to actual savings would be available to help finance the FY 2021-22 budget in the amount of $4.4 million. This would support the FY 2021-22 General Fund projected budget as it is expected that total costs would exceed total revenues based on modest 5% growth from general purpose revenues, such as property tax, recovery of sales tax and transient occupancy tax. This growth is insufficient to offset the rising costs from the above average increases for health insurance and retirement costs.

The five-year forecast anticipated the economy will recover from the impacts of COVID-19 over a couple years. As mentioned, revenue growth is better than anticipated this fiscal year by 3%, and some revenues are expected to fully recover by next fiscal year. However, it is still too early to tell how quickly we will come out of this pandemic driven recession. Based on the increased revenue growth and minimal annual budget to actual savings of less than 1%, the General Fund will only be able to sustain the elimination of 50% of furlough. In addition, it is likely that additional reductions will be necessary in the next five years to sustain operations, requiring departments to absorb cost increases wherever possible. Additional sustainable revenue measures and grants could help offset cost increases, minimizing the reductions to programs and services.

Based on the updated financial outlook and limited revenue recovery, the County Administrative Officer requested that departments submit FY 2021-22 budget requests based on three scenarios: a status quo or continued furlough; a 50% furlough elimination; and a 100% furlough elimination, all with no change in the General Fund contribution. To absorb costs increases from each scenario, departments were required to increase revenues and fees wherever possible and reduce costs.

Analysis

Federal Aid to Local Governments Proposed. Between March 2020 and December 2020, the United States has already provided nearly $3.9 trillion in aid to the U.S. economy. On January 20, 2021, President Biden introduced his $1.9 trillion economic aid proposal called the American Rescue Plan (ARP). Included in this plan is $350 billion identified for state and local government, Tribes and territories. The detailed proposal has already been adopted by the House Committee on Oversight and Reform on February 12, 2021 and is currently in review by the legislature as part of budget reconciliation. It is expected that final legislation will be approved before the expiration of current unemployment supplemental benefits on March 14, 2021.

There are two significant differences in the ARP aid for local governments from the 2020 CARES funding. First, the amounts are nearly double. And second, it would now be on par with the aid provided in 2020 to businesses by allowing it to offset government revenue losses (based on projections prepared no later than January 27, 2020). While there is a high probability that the ARP will pass with this support for local government, there remains considerable discussion about aid for local government. As currently proposed, the County could be eligible to receive an estimated $53.4 million.

The Biden Administration has also expressed an interest to pursue other initiatives such as investing up to $2 trillion in U.S. infrastructure over the next four years. It is expected that legislative action around this proposal would start later this year.

Staff will report back to the Board on the impacts as these proposals are finalized.

State Budget Prioritizes Pandemic Response and School Recovery. Governor Gavin Newsom released his Proposed Budget on January 8, 2021. Although the state economy abruptly ground to a halt in the spring of 2020 with the emergence of COVID-19, it has experienced a quicker rebound than expected. This faster rebound resulted in

the Governor's inclusion of one-time spending of $15.5 billion while also increasing State reserves by $7.5 billion. More recently, Department of Finance reported in their February 2021 Finance Bulletin that the State had received an additional $10.5 billion over the Governor's Proposed Budget. It is likely that should this trend continue, there will be additional funding included as part of the Governor's FY 2021-22 May Revision budget proposal.

From the already confirmed $15.5 billion windfall, the Governor is calling for immediate action by the California Legislature to approve $12.8 billion for increased spending this fiscal year ($5 billion initially targeted for January 2021 and another $7.8 billion targeted for early Spring 2021).

Significant provisions for California counties included in the Governor's Proposed Budget from the total $15.5 billion in new spending include but are not limited to:
- $750 million for behavioral health infrastructure
- $750 million to continue project Homekey ($250 million in the current year)
- $500 million for housing and homeless related infrastructure ($250 million in the current year)
- $256 million for local governments emergency response and recovery $69.5 million for county probation departments
- $250 million for seniors at risk of homelessness
- $108.9 million for CalAIM reforms
- $65 million for CalWORKs
- $55 million for COVID-19 Child Care support to providers and families
- $49.5million for Child Welfare expansions and flexibilities for non-minor dependents and former foster youth
- $34 million to expand and make permanent telehealth
- $20.1 million to support integrated pest management programs
- $17.8 million for IHSS administration caseload increases

Local Unemployment Continues to Rise, Taxable Revenues Recover. The impacts of the COVID-19 pandemic and the economic downturn have led to an increase in monthly unemployment rates at the local, state, and national levels from last year. Santa Cruz County's unemployment is up from 4.8 percent in December 2019 to 8.5 percent in 2020. This puts Santa Cruz near the median unemployment rate of 8.45% for all counties, but still lower than the State's 9.0% rate.

In line with the recovery theme discussed at the national level in the next section, local tax revenues are projected to recover but at different expected intervals.

Fortunately, consumer spending and in turn sales tax revenues quickly recovered after the start of the pandemic's economic impacts. At a statewide level, the expectation is that total sales tax will fully recover in FY 2021-22. The single largest driver of this recovery was the fall 2019 implementation of new sales tax reporting requirements following the 2018 US Supreme Court decision on South Dakota v. Wayfair. This eliminated the physical presence standard for sales tax and required remote sellers (like 3rd party sellers on amazon) to remit taxes to States and localities. For agencies across California, this substantially increased revenue in sales tax pools that are proportionally

allocated to taxing jurisdictions. By the third quarter of 2020, annual statewide pool sales tax collections had increased by 44.4% and is expected to level out at existing levels, albeit with a projected 6% annual growth rate.

However, for travel and leisure, a substantial economic driver for our region, the consensus is that travel and hotel revenue recovery will be stalled until FY 2023-24.

Locally, property tax growth has held steady albeit with restrained growth. The loss of nearly 1,000 residences in the CZU Lightning Complex Fire and the limited Proposition 13 CPI growth of 1.036% will continue to pull down growth.

Economic Outlook

The COVID-19 pandemic and the required responses to it have altered our economy and likely created a new pathway towards economic recovery. At the onset of the pandemic, both the course of the virus and the shape of the recession were subject to extreme uncertainty, with wide-ranging forecasts.

However, more certainty is building up despite the recent re-imposition of tighter restrictions due to the surges seen in January. The mass distribution and increasing production of COVID-19 vaccine is driving the macroeconomic outlook over the coming years to be much clearer. In fact, it is likely that the pandemic effects on the economy will be reduced later in 2021 further supporting projections of stronger recovery in 2021 and 2022. This is reflected in the emerging economic consensus for a U.S. economic recovery to pre-recession Gross Domestic Product (GDP) levels before the end of 2021.

As consumers drive the largest segment of GDP, it is encouraging that consumer confidence has recently increased. In the January 2021 Consumer Confidence Survey, consumer confidence reversed the recent declining trends from November and December and moved up from 87.1 in December to 89.3 in January.

Furthermore, consumers have continued to grow more optimistic about the short-term outlook. The percentage of consumers expecting that business conditions will improve over the next six months increased from 29.5 percent to 33.7 percent, while those expecting business conditions will worsen decreased from 22.0 percent to 18.1 percent (Consumer Confidence Report, January 22, 2021).

Another lever used to sustain the economy through this pandemic has been the Federal Reserve's quick and decisive action to stabilize financial systems. Interest rates have been cut to historically low levels providing direct financing to corporations, local governments, and some small businesses. It is likely that this low-rate environment will continue to be measured in remaining length by years and not months.

But a concerning signal continues to be the level of national deficit as compared to GDP. According to the Congressional Budget Office, the deficit for FY 2020 rose to a concerning level of 16% of projected GDP. By comparison, at the high point of the Great Recession, the largest deficit as a percent of GDP was 10% (2009) and on the whole deficits over the last 50 years have average 3% of GDP. However, nearly all this

expansive growth in deficit is attributed to the $3.9 trillion of legislative response to the COVID-19 pandemic.

Remarkably, the U.S. equity market has already fully recovered from the free fall in March 2020. The equity market was down more than 20% at the end of the first quarter of 2020. But by May 2020, the Nasdaq had fully recovered and by July the S&P 500 had also fully regained all its losses. Year over year, the Nasdaq and the S&P 500 are up 45% and 17% (as of February 10, 2021).

Finally, another signal of concern would be the rate of inflation. However, in the January 27, 2021 Federal Open Market Committee (FOMC) Statement, the FOMC made clear their intentions that "the Committee will aim to achieve inflation moderately above 2% for some time so that inflation averages 2%..." And over the past decade, inflation has fallen short of the FOMC's 2% target and has averaged 1.3% over the past five years.

2020-21 General Fund Budget

Revenues Increase, Expenditures Increase, More Savings Expected. County departments have submitted their revised estimates for FY 2020-21 revenues and expenditures based on mid-year actuals to date and estimates through year-end. Overall, costs have increased, general revenues are slightly better by $1.6 million and certain departmental revenues have increased from prior year unanticipated revenues. This resulted in $8.1 million of additional savings to the General Fund compared to the preliminary $4.4 million savings forecast. Increased tax and grant revenues offset reduced permit revenue and rising emergency costs. Based on revised estimates, the General Fund has a $12.5 million savings rather than the $4.4 million in savings anticipated in December, as presented in the following table. The savings will provide increased financing to carry forward to FY 2021-22.

General Fund	2020-21 Budget	2020-21 Prelim. Estimates	2020-21 Mid-Year Estimates
Financing			
Fund Balance Available	$13.8	$13.8	$13.8
General Purpose Revenues	$153.0	$159.3	$160.9
Total Financing	**$166.8**	**$173.1**	**$174.7**
Financing Uses (Net Costs)			
General Government	$19.0	$19.2	$18.6
Health & Human Services	$32.6	$30.8	$26.6
Land Use & Community Services	$7.2	$11.6	$10.5
Public Safety & Justice	$90.6	$90.8	$91.3
Department Net Costs	**$149.4**	**$152.4**	**$147.0**
Debt Service	$5.0	$5.0	$4.4
Capital Improvements	$0.4	$1.5	$1.5
Technology Fund	$0.7	$0.7	$0.7
Contingency	$10.9	$8.7	$8.2
Other Net Costs incl. Debt Service	**$17.0**	**$15.9**	**$14.8**
Financing Uses before Reserves	**$166.4**	**$168.3**	**$161.8**
Increase Reserves	$0.4	$0.4	$0.4
Financing Uses with Reserves	**$166.8**	**$168.7**	**$162.2**
Available Financing to Carry Forward	**$0.0**	**$4.4**	**$12.5**

2020-21 Furlough Savings

This past year has come with many challenges and we would like to thank our labor partners and all County employees for their cooperation and participation in the furlough which brought forth much needed savings. Completing the furlough through COVID-19 and the fire event did not come with ease, but most staff are half-way through their furlough hours. Staff that may require some flexibility in completing the 2020-21 furlough include approximately 90-100 specified employees assigned to the Health Services Agency (HSA) Department Operations Center. An extension of the furlough deadline will allow for continuity of operations to those responsible for vaccine rollout and response efforts. These employees will not be relieved of their furlough obligation, but rather provided additional time to meet their obligation in FY 2021-22. The Personnel Department will work with HSA and the Auditor-Controller-Treasurer-Tax-Collector to effectuate the necessary mechanisms.

2021-22 General Fund Budget

Departments Provide Three Scenarios. General Fund departments are submitting their draft budget scenarios for FY 2021-22. While few departments with revenues were able to absorb their status quo cost increases, other departments have struggled to absorb their cost increases without impacting programs, services and staffing. Where possible departments have recommended reductions in services and supplies, and

unfunding additional vacant positions offset by some minor to modest revenue increases. Impacts overall are minor in the Status Quo – Continued Furlough scenario.

But impacts increase modestly in the 50% Furlough Elimination scenario and increase drastically in the No Furlough scenario. This later scenario results in many position eliminations and reduced programs and services that effect the Counties ability to meet its mandates. The table on the next page compares the available financing to the financing uses by budget category for each scenario resulting in the following increases in General Fund Contribution for departments' net costs:

Status Quo – Continued Furlough   Total Contribution $152.4, $3 million more
50% Furlough Elimination   Total Contribution $155.8, $6.4 million more
No Furlough   Total Contribution $161.8, $12.4 million more

In addition to department net costs, the County has increasing needs to fund deferred maintenance and match for capital improvements. It is also prudent to maintain a reasonable contingency to address the unanticipated changes in revenues and expenditures. This contingency was utilized this year with the increased County cost impacts from CZU Lightning Complex Fire response, the establishment of the Office of Recovery, Response and Resiliency and the establishment of a specialized permit center to expedite the rebuild process for fire victims.

Even though General Fund financing is estimated to increase since the projection by $8.1 million, primarily from increased one-time department revenues and some limited additional general purpose revenue growth for sales tax, transient occupancy tax and deed transfer tax, funds are needed to offset the increases anticipated for Capital Improvements for critical deferred maintenance of $3 million and restricted contingencies of $3 million. As a result, it is anticipated that the County would have adequate resources to eliminate 50% of the furlough without impacting any major reductions in staffing, programs and services.

In addition, when the County uses reserves, there is an expectation that reserves will be restored over a period of 5-7 years. Based on the use of reserves of $13.1 million for FY 2020-21, restoration within 5 years would be $2.6 million per year. Since FY 2019-20, the County is making contributions to restore the $2 million reserve for Natural Disasters within 5 years at $400,000 per year.

Without any new sustainable resources, there is not enough funding to eliminate 100% of the furlough. If the County eliminated 100% of the furlough, given all the above financial constraints and needs, the General Fund would end the year with a projected budget deficit of $6.7 million.

General Fund	2021-22 Preliminary Status Quo	2021-22 Mid Year Est Status Quo	2021-22 Mid Year Est 50% Furlough	2021-22 Mid Year Est No Furlough
Financing				
Fund Balance Available incl. Encumbrances	$4.4	$12.5	$12.5	$12.5
General Purpose Revenues	$161.5	$163.8	$163.8	$163.8
Total Financing	**$165.9**	**$176.3**	**$176.3**	**$176.3**
Financing Uses (Net Costs)				
General Government	$19.0	$20.8	$21.6	$22.4
Health & Human Services	$32.6	$31.8	$33.4	$34.9
Land Use & Community Services	$8.3	$8.5	$8.5	$8.8
Public Safety & Justice	$89.5	$91.3	$92.3	$95.7
Department Net Costs	**$149.4**	**$152.4**	**$155.8**	**$161.8**
Debt Service	$5.2	$5.1	$5.1	$5.1
Capital Improvements	$1.0	$4.0	$3.0	$3.0
Technology Fund	$0.5	$0.7	$0.7	$0.7
Contingency	$9.4	$9.4	$9.4	$9.4
Other Net Costs incl. Debt Service	**$16.1**	**$19.2**	**$18.2**	**$18.2**
Financing Uses before Reserves	**$165.5**	**$171.6**	**$174.0**	**$180.0**
Increase Reserves	$0.4	$4.7	$3.0	$3.0
Financing Uses with Reserves	**$165.9**	**$176.3**	**$177.0**	**$183.0**
Available Financing	**$0.0**	**$0.0**	**($0.7)**	**($6.7)**

The CAO is working with departments to solidify their requests for a 50% furlough elimination and will present a balanced budget to the Board in May with minimal impacts on programs and services. The CAO will closely monitor changing conditions that might allow for full elimination of furloughs in the future.

Additional COVID-19 Relief for Counties Under Discussion. It is likely the County will receive additional resources to address the costs related to the COVID-19 response. Only certain costs are eligible for FEMA reimbursement and other costs through December 2020, totaling $27.8 million, have been paid for with the initial allocation of Coronavirus Relief Fund from the CARES act. Based on costs through December 2020, it is estimated that the County will require approximately $29.5 million more, assuming vaccinations will allow for the elimination of COVID-19 response costs by September 2021. This is in addition to the FEMA eligible COVID-19 costs of approximately $78 million through September 2021 that the County anticipates claiming reimbursement. It is likely that some of these costs will be disallowed by FEMA as not eligible. Based on past experience, the County should not expect full reimbursement until the claims have been approved by FEMA and needs to establish a contingency or reserve up to 25% of the total claims.

However, unless the County receives additional resources to cover our revenue losses, estimated at $25.5 million, the County will not have the additional one-time resources to fully eliminate the furlough and meet our other obligations. Based on the current proposal under discussion at the federal level, the County may receive $53.4 million to address the costs and revenue losses associated with the remaining COVID-19 response. Even with this additional aid, the County has a small projected deficit of $1.6 million. Below is a summary of the estimated financing for the COVID-19 response.

COVID-19 Projected costs exceed even expected Federal Aid through September 2021

COVID Resources	(in millions)	COVID Costs	(in millions)		
				COVID-19 Resources	$ 133.6 M
FEMA recovery	$ 78.0	FEMA eligible costs	$ 78.0	Revenue Losses	<25.5 M>
CARES funding 2020*	27.8	Costs thru Dec. 2020	27.8	COVID-19 Costs	<163.1 M>
		Costs Jan-Sept 2021	29.5	Current Deficit	<55.0 M>
Rental assistance aid	16.8	Rental assistance aid	16.8	NEW: ARP Fed Aid*	53.4 M
ELC Public Health	11.0	Public Health costs	11.0	Projected Deficit/Gap	<$ 1.6 M>
Total estimated resources	$133.6	Total Cost Estimates	$ 163.1		

In the event the County is successful in receiving additional relief funding from the American Rescue Plan, a recommendation will be brought before the Board to address the use of funds and allocation for funding costs this fiscal year and next. Any funding of costs related to next fiscal year will need to be included in a Supplemental Budget recommendation since it is not likely that we will have time to incorporate the changes into the Proposed Budget.

Looking Ahead and Preparing for the Future

Continued Budget Shortfalls Anticipated. Looking ahead, the General Fund is expected to meet its obligations for FY 2021-22 through further reductions to department projections, some increased revenues, offset by the elimination of 50% of the furlough. However, due to ongoing expenditures exceeding modest revenue growth in the current year and continuing through FY 2025-26, the General Fund is unlikely to meet its obligations without new or increased revenues and/or major cost reductions that could potentially impact programs and services.

Based on updated projections for average expenditures and revenue growth of 3%, the annual budget shortfall is anticipated to be between $13-15 million by FY 2022-23 including the remaining elimination of the furlough of $6 million. However, it could be as high as $18-$20 million if prior year budget to actual savings are not achieved and revenues stagnate or decline. The five-year forecast is provided below assuming the best-case scenario.

Discretionary General Fund Contribution
Five-Year Forecast
Budget Deficits by 2022-23
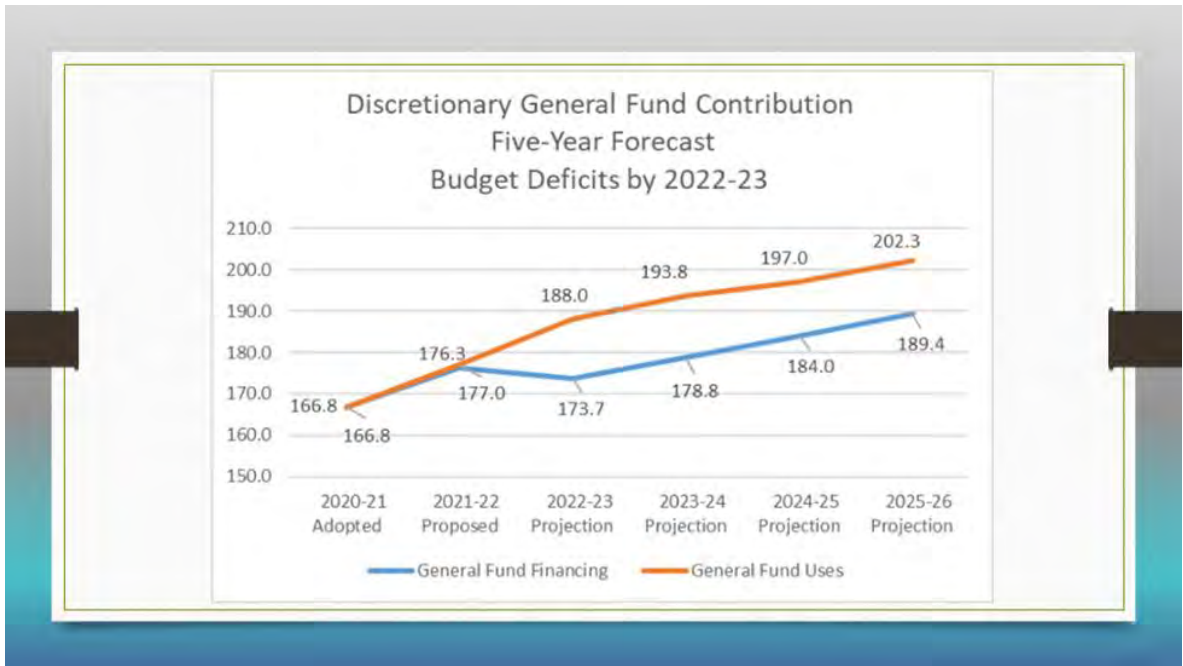
Other Possible Revenue Options. The Measure G sales tax has gone a long way to provide funding for new programs and essential services. As costs continue to rise, revenue growth is not adequate to cover the cost of operations. Additional financing is needed to preserve existing services. To address the impacts from COVID-19, the County used 3% of reserves one-time to help fund the gap, in addition to operating reductions and employee furloughs of 5-10%. The County relies on some carry over savings each year. But if the furlough is eliminated with one-time revenues, the County will still need to explore possible revenue options to maintain and preserve core services and programs in the future.

These options could include an updated Emergency Response Fee to cover the cost of the 911 Center since fee revenue has declined by over $1.5 million. Once the economy and businesses have recovered from COVID-19, an increase to the transient occupancy tax, could generate about $1 million for every 1% increase in the rate. The County currently charges 11% and many neighboring jurisdictions and or comparable counties charge 12- 14%. In addition, a quarter cent sales tax increase could generate about $4 million annually. If these measures are successful, then revenue generated could potentially cover 50% of the best-case anticipated budget deficits estimated between $13-$15 million without further department reductions and loss of services or the use of one-time funding.

Financial Impact
The mid-year report estimates a year-end available fund balance of $12.5 million in FY 2020-21. If the unused fund balance remains, financing would be available to carry forward to FY 2021-22, and help fund the elimination of 50% of the furlough in addition to covering status quo cost increases offset by some continued modest revenue growth. The option to eliminate 100% of the furlough results in a budget deficit of $6.7 million. In the event the County receives additional relief funding to assist with the General Fund revenue losses of $25.5 million, then funding could be available one-time to offset the

remaining furlough. The initial 2021-22 Department budget requests are under review and staff anticipate presenting a balanced budget to the Board of Supervisors in May.

Strategic Plan Element(s)
This mid-year report furthers all four goals in the area of County Operational Excellence by highlighting financial impacts from the current fiscal year on the 2021-22 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

Attachments:

a   (10203) Mid Year Budget Report 2021

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
    (831) 454-4130
 Subject: Accept and file March 2021 report on (ePO) amendments/new agreements
 Meeting Date: March 9, 2021

Recommended Action(s):

1. Accept and file report on amendments approved by County Purchasing Agent, as authorized by the Board of Supervisors on April 28, 2020;

2. Approve amended agreement with SwingTimeEvents Inc., Contract No. 20W4072, in the amount of $4,670,000, for the Great Plates Delivered program, and authorize the Director of Human Services to execute the agreement;

3. Approve amended agreement with Pasatiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar, Contract No. 20W4074, in the amount of $3,339,000, for the Great Plates Delivered program, and authorize the Director of Human Services to execute the agreement;

4. Approve amended agreement with Roaring Camp Inc., Contract No. 20W4071, in the amount of $1,642,000, for the Great Plates Delivered program, and authorize the Director of Human Services to execute the agreement;

5. Approve amended agreement with Ayoma Wilen DBA Pearl of the Ocean Organic Restaurant, Contract No. 20W4076, in the amount of $1,479,000, for the Great Plates Delivered program, and authorize the Director of Human Services to execute the agreement;

6. Approve amended agreement with Yesy's Restaurant, Contract No. 20W4078, in the amount of $2,120,000, for COVID shelter food services, and authorize the Director of Human Services to execute the agreement; and

7. Approve amended agreement with The University of California Santa Cruz, operating as UCSC, Contract No. 20W4070, in the amount of $3,600,000, for COVID shelter food services, and authorize the Director of Human Services to execute the agreement.

Executive Summary
The Human Services Department (HSD) is requesting the Board accept and file this March 2021 report on contract amendments 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 approve six 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. Also, on August 14, 2020, your Board adopted Resolution No. 77-2020 for related emergency occupancy lease agreements, for Real Property to approve agreements provided total lease payment does not exceed $100,000 per month. 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.

Great Plates Delivered
As provided in earlier reports to the Board, 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. Since federal funding continues to be extended, the six agreements are being amended to continue.

COVID-19 Shelter Operations
In response to the COVID-19 public health emergency, HSD operates shelters to provide safe environments for vulnerable people experiencing homelessness to shelter in place and provide isolation and quarantine for those impacted by COVID-19. The County relies on contracted services at the shelters on an ongoing basis to maintain the health and safety of the facilities for the shelter population and staff. The Santa Cruz County Veterans Memorial Building Board of Trustees agreement provides staffing support and building maintenance for shelter operations at that site. Additionally, since last report to your Board, the Director of Public Works negotiated and executed an amendment to one emergency occupancy lease agreement in collaboration with HSD, to increase the number of rooms for non-congregate shelter use.

Analysis
Great Plates Delivered
The attached amended agreements list (Attachment A) includes the six (6) GPD agreements with local food service providers totaling $11,992,000 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 contractors exceeds the General Services' temporary purchase limits, this memo requests the Board's approval of the amended agreements with: 1) SwingTimeEvents, Inc., formerly Antonette Wood DBA

Swingtime Events for $4,670,000; 2) Pasatiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar for $3,339,000; 3) Roaring Camp Inc. for $1,642,000; and 4) Ayoma Wilen DBA Pearl of the Ocean Organic Restaurant for $1,479,000. The remaining GPD agreements are detailed in Attachment A.

COVID-19 Shelter Operations
The shelter food services agreements increase services and compensation for fiscal year (FY) 2020-21 with Yesy's Restaurant to $2,120,000 and with The University of California Santa Cruz operating as UCSC to $3,600,000.

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 remaining five agreements is $2,105,000 for (1) Mission Linen Supply, (2) Good Guard Security Inc., (3) Bewley's Cleaning Inc., (4) Classic Cleaners, and (5) BPR Properties UCSC LCC, DBA Hotel Paradox. The Santa Cruz County Veterans Memorial Building agreement and amendment for $182,288 clarifies current shelter operations use at that site. Finally, the lease agreement amendment increases available rooms to meet capacity needs.

Financial Impact
The Federal Emergency Management Agency (FEMA), California Office of Emergency Services (CalOES), and the Coronavirus Relief Fund will fund the 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   Sixth Amendment Contract No. 20W4072 SwingTimeEvents Inc previously Antonette Wood DBA Swingtime Events
b   Sixth Amendment Contract No. 20W4074 Pasatiempo Investments, A California Limited Partnership DBA Back Nine Grill & Bar
c   Fifth Amendment Contract No. 20W4071 Roaring Camp Inc
d   Fifth Amendment Contract No. 20W4076 Ayoma Wilen DBA Pearl of the Ocean Organic Restaurant

e   Second Amendment Contract No. 20W4078 Yesy's Restaurant

f   Second Amendment Contract No. 20W4070 The University of California Santa Cruz operating as UCSC

g   Attachment A - Amended Agreements List

h   ADM-29 20W4072 Swingtime Events

i   ADM-29 20W4074 Pasatiempo Investments

j   ADM-29 20W4071 Roaring Camp

k   ADM-29 20W4076 Ayoma Wilen

l   ADM-29 20W4078 A02 Tapia

m   ADM-29 20W4070 A02 UCSC