



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

From: County Administrative Office
(831) 454-2100

Subject: Focus Strategies System Design and Action Plan Progress Report
Meeting Date: June 16, 2020

Recommended Actions

- 1) Accept and file progress report and proposed revised project plan for development of a homelessness system improvement Strategic Action Plan, including Summary of Implementation Work Group Activities and Recommendations, System Performance Assessment, and homeless services funding matrix; and
- 2) Direct staff to rebudget \$20,000 in anticipated underutilized Homeward Bound Program funds, for provision of flexible funding that supports shelter residents leaving shelter to housing

Executive Summary

The County is contracting with homelessness technical assistance firm Focus Strategies for provision of homeless system assessment and strategic planning consulting services. The report provided today includes an update on work completed and a revised six-month project plan for June to December 2020 that will result in the completion of a three-year Strategic Action Plan. Additionally, Focus Strategies has prepared a System Performance Assessment Report, a summary of which was presented in the March 2020 study session. Per Board direction on May 18, 2020, the Homeless Services Coordination Office (HSCO) is submitting a funding matrix that outlines the different funding sources that support homeless services in our County. And finally, a report on the Homeward Bound program provides a performance update on service provision.

Background

On February 26, 2019, the Board approved a contract with homeless technical assistance firm Focus Strategies for provision of homeless system assessment and strategic planning consulting services. The project, managed by the HSCO, was initiated in April 2019 in partnership with the Human Services Department (HSD), the Health Services Agency (HSA) and the Planning Department (Planning). In October 2019, Focus Strategies presented the Phase I deliverable, a Baseline System Assessment, which included the following initial short-term recommendations:

1. Implementation of a systemwide diversion practice and re-tooling Smart Path coordinated entry.
2. Building the capacity of emergency shelters to deliver housing-focused services and supports.
3. Coordinating and standardizing outreach efforts to unsheltered people experiencing homelessness.

4. Relaunching and completing work on a new homeless response system governance structure.

On February 25, 2020, in response to direction from the Board on December 10, 2019, staff provided a Homeward Bound Utilization Report to the Board and received additional direction to return in March 2020 with recommendations for maximizing appropriate utilization of homeward bound type programs as part of the progress report on implementation of the Focus Strategies short-term recommendations. A plan for increasing utilization of the homeward bound program was provided on March 10, 2020, that outlined steps for targeted engagement and data collection.

The Board conducted a study session on March 10, 2020 that reviewed the Focus Strategies Phase 2 and Phase 3 deliverables including the Quantitative System Performance Assessment, a summary of the results of the Implementation Work Groups convened to implement the recommendations of the Baseline Assessment Report, and a preview of the action planning phase of the work planned to begin in late March. The Board directed staff to return on or before May 2020 with a progress report on Phase 4, the final phase of work - developing a Strategic Action Plan for homelessness system improvement, the next step of which was to hold community-wide convenings to launch the Strategic Action Planning process. Concurrently, Focus Strategies was collecting and refining data for the first round of predictive modeling to inform strategies for program and system improvements to be included in the Action Plan. However, due to the coronavirus (COVID-19) pandemic, the Action Planning process was effectively put on hold as efforts have been directed to the development and implementation of a County-wide prevention and response system. The requested May report back to the Board was deferred to mid-June due to demands of the emergency response to the COVID-19 pandemic and the unavoidable impacts it had on the continuity of county operations regarding the Focus Strategies work.

On April 15 and May 14, 2020, the HSCO, with the support of Focus Strategies, reconvened the Project Advisory Group that has been providing guidance throughout the course of this homeless system assessment and planning work. The Advisory Group was asked to provide input on how to most effectively reinitiate the final phase of strategic planning in light of the public health emergency and the significant changes to the community's homelessness response system that have been put in place, while also considering the uncertainties that lie ahead as the economic impacts of the pandemic continue to be felt in Santa Cruz and across the country. The Project Advisory group recommended restarting a modified Strategic Action Planning process in July 2020 and to integrate some new objectives for the Plan, including drawing on lessons learned from the COVID-19 emergency response system and developing "rapid cycle" six month implementation plans that will allow community leadership to focus on specific near term actions to reduce homelessness and improve the underlying response system in the face of fluid economic conditions and changing resources. The Advisory Group also recommended that moving forward with implementation of an improved system governance structure should be prioritized.

Analysis

This report includes specific updates as requested by the Board including:

- Status of the action planning phase of Focus Strategies work and a revised approach and schedule, given the impact of the COVID-19 pandemic.
- Provision of a Summary of Implementation Work Group Activities, a concluding report on the work of the interim work groups and how the work has been supported as part of the emergency response.
- Provision of the Focus Strategies Santa Cruz County System Performance Assessment report, a key deliverable from Phase 3 that was not complete at the March study session.
- Provision of a report on state and federal funding for homelessness related activities.
- Update on efforts to improve utilization of the Homeward Bound program.

Re-initiation of the Strategic Action Plan (Phase 4)

The response to the COVID-19 pandemic impacted planning for this final phase of work and a recalibration is needed to ensure that the Plan reflects the potential local impact of COVID-19 on homelessness, including changes to the community's current response to homelessness, changes in the economy and housing market as well as changes in the planning process, given the inability to have community partners and stakeholders meet to engage in the planning work.

As presented in March 2020, the engagement with Focus Strategies included a final planning phase (Phase 4) that would use the results of the baseline assessment and system performance assessment to inform the development of a Strategic Action Plan. Based on input and priorities generated in the community convenings, data from the performance assessment would be used to conduct predictive modeling to inform the development of the Plan's priorities and operational objectives and targets. Thus, the Plan would articulate the community's overall framework for creating a more coordinated and systematic response to homelessness, including a concrete set of implementation steps.

The COVID-19 pandemic has necessitated a shift in the approach to developing the Strategic Action Plan for several reasons. Many of the operations that informed the development of the baseline understanding of the existing system have changed in response to the COVID-19 pandemic. The existing homelessness response system has been adapted quickly in the last three months and these new conditions need to be factored into the Action Planning work. COVID-19 is having significant and unpredictable impacts on the local, State and national economy. There are many unknown factors relating to availability of funding and condition of the housing market moving forward that make it more challenging to develop a long-range plan tied to resource investment. It is unknown at this time how the pandemic will impact the size and composition of the population of people experiencing homelessness given the potential for a deep and protracted recession.

In recognition of these challenges, the HSCO and the Project Advisory Group have developed a proposed amended project plan that will produce a Three Year Strategic Action Plan building off the work completed to date and that includes six-month work plans that will adapt and adjust to changing conditions and integrate lessons learned along the way by implementing a rapid-cycle planning process. The revised approach, A Revised Focus Strategies Project Plan: June to December 2020, is provided as

Attachment A to this report.

The Project Advisory Group provided significant input that informed the revised approach to the final phase of Action planning and the goal was for the plan to address the original deliverables of the Action Planning phase and integrate some of the learnings to date from the HSD Shelter and Care Departmental Operations Command (DOC). Instead of a Strategic Action Plan with embedded action steps for the next three years, the recommended approach is for Focus Strategies to support the County to concurrently develop an initial six-month work plan (to be followed by updated work plans every six months) and a three-year Strategic Action Plan to improve the community's response to homelessness. This approach will allow the community to develop an overall framework for its response to homelessness, including measurable goals and objectives for the next three years, but at the same time provide flexibility for developing action steps in a more "rapid cycle" process that responds to changing conditions as a result of the pandemic.

Attachment A provides a proposed process to develop the initial 6-month work plan and 3-year Action Plan and an overview of the scope of each. Given the rapid changes being wrought by COVID-19 this approach will allow for the parallel development of a concrete and specific set of work tasks for the homeless system over the next six months as well as an overarching framework and specific goals for the next three years. Work plans will be developed at six month intervals that align with the overall three year framework but that adjust to and reflect lessons learned from COVID-19 response and are based on up to date information about the economy, housing market, and availability of resources to support homelessness response.

The schedule for development of the Three-Year Strategic Action Plan is:

- June and July 2020 - Focus Strategies, HSCO and Project Advisory Group will draft mission, vision, principles, goals and strategies
- July and August 2020 - Web-based input sessions, including with homeless system leadership, providers, other community stakeholders and people with lived experience of homelessness
- July and August 2020 - Focus Strategies will conduct data analysis to support development of action plan, building off the System Performance baseline already completed
- August 2020 - Focus Strategies, HSCO and Project Advisory Group will draft Strategic Action Plan, including measurable objectives
- September 2020 - Web-based opportunities for input on draft Plan
- October 2020 - Plan finalized and adopted

In parallel with the development of the Strategic Action Plan, Focus Strategies will support the development of an initial six-month work plan laying out the work of addressing homelessness in Santa Cruz County from July to December 2020, building off the work already happening through the Shelter and Care DOC. Results and lessons learned from this initial six-month work plan will be evaluated in November/December 2020 and will inform the creation of the next six-month work plan, which will align to the Three-Year Plan.

Inventory of Funding Sources for Homelessness Services

On May 19, 2020, CAO received direction from BOS to report on June 16, 2020 "a full accounting of the various state, federal and local funding streams that can be brought to bear on homelessness, including which agency controls those funds and whether there are eligibility limitations." Board staff have further clarified that BOS also wants to know which funding streams are discretionary and provide for local control of how the funds are programmed. Staff developed a funding matrix in consultation with Board staff and have provided County departments with a comprehensive list of [Federal](https://www.usich.gov/tools-for-action/federal-programs-that-support-individuals-experiencing-homelessness) [-<https://www.usich.gov/tools-for-action/federal-programs-that-support-individuals-experiencing-homelessness>](https://www.usich.gov/tools-for-action/federal-programs-that-support-individuals-experiencing-homelessness) and [State](https://www.bcsd.ca.gov/hcfc/documents/heap_funding_matrix.pdf) [-<https://www.bcsd.ca.gov/hcfc/documents/heap_funding_matrix.pdf>](https://www.bcsd.ca.gov/hcfc/documents/heap_funding_matrix.pdf) funding sources that support persons experiencing homelessness (PEH). The comprehensive list, developed from State and Federal guidance, provides visibility into both the funding sources the County is receiving and those not being accessed. The requested Homeless Funding Matrix, developed in consultation with Board staff, constitutes a high-level preliminary look at the total funding portfolio that exists within the County and Continuum of Care (CoC) and is included as Attachment B to this report.

As summarized in Attachment B, the County portfolio includes \$66.7 million in grants from sources that are identified as eligible for supporting persons experiencing homelessness. Of those funds, \$28.3 million are allocated to homelessness. The portfolio includes one-time block grants, multi-year allocations, and ongoing annual renewals. The Continuum of Care portfolio includes \$20.6 million in funds, 100% of which are allocated to homelessness. State funds allocated to the CoC are distributed at the local level under the authority of the joint CoC Governing Board and Executive Committee, which includes executive-level representation from the County Administrative Office, Health Services Agency, and the Human Services and Planning departments, as well as all four City Managers' Offices. The County Administrative Office serves as the Administrative Entity for the CoC for purposes of the State's allocations of homeless funding to the CoC. Together, County and CoC portfolios total \$87.4 million, of which \$48.9 million is allocated to homelessness.

In addition to the portfolio of grants, departments reported two sources of funds held in trust: (1) Probation reported AB109 funds totaling \$154,551 programmed for homeless services; (2) Planning reported Low and Moderate Income Housing Asset Funds totaling \$7,934,000, of which \$250,000 per year can be programmed for homeless services.

Provision of the final Quantitative System and Project Performance Analysis (Phase 2)

At the March 10, 2020 study session, the Board reviewed the Quantitative System Performance Assessment prepared by Focus Strategies. The final data report was not available at the time of the study session and is included as Attachment C to this report. Focus Strategies Santa Cruz County System Performance Assessment contains the complete data and analysis provided in that study session and is now available to the BOS and the public as a project deliverable.

Provision of the System Design and Implementation Work Groups Recommendations and implementation update (Phase 3)

Board direction from the March study session directed staff to return with an update on the internal work groups in advance of the completion of the action planning phase.

The intent of the Phase 3 deliverable, Summary of Implementation Work Group Activities and Recommendations, was to take the initial findings and recommendations from the Baseline System Assessment report and use them to "jump start" a process of designing and implementing system improvements. From September 2019 through February 2020, Focus Strategies facilitated a set of working groups to focus on targeted system improvements.

In March 2020, COVID-19 was declared a pandemic and an Internal Command Structure (ICS) was formed that included the creation of an HSD DOC to oversee Shelter and Care emergency response for persons experiencing homelessness. The Shelter and Care DOC, as it is called, was tasked with the responsibility of stabilizing shelter services, and decreasing the risk of outbreak among the homeless population. Members of the DOC include a cross-departmental group of County staff from HSCO, HSD and HSA, and staff from the City of Santa Cruz and Watsonville. The final recommendations from each work group are presented below, as well as progress to date on implementation advanced by the Shelter and Care DOC. Attachment D: Summary of Implementation Work Group Activities and Recommendations includes a more detailed summary of the workgroups, recommendations and current update on progress.

1. Systemwide Diversion and Coordinated Entry (CE) Refinement

This group was convened by the HSD Smart Path Team to develop an implementation plan for provision of diversion and problem-solving practices systemwide, in conjunction with refinements to Coordinated Entry (CE) processes and policies. CE is a system of conducting uniform assessments for all people experiencing homelessness to streamline access to appropriate housing assistance and services. This group recommended: (1) integrating diversion as a step in the Smart Path process, with the goal of helping more people to identify housing solutions and prevent entry into the homeless system and (2) refining the Smart Path prioritization process to better target available housing resources to those with the greatest needs.

- o *May 2020 - The Shelter and Care DOC implements a shelter referral system for those seeking shelter in our County. This represents an expansion of Coordinated Entry that is aligned with the work group's recommendations and provides an opportunity to implement diversion as a step in the process of managing entries into shelter.*
- o *June 2020 - The Homeward Bound program is being incorporated as a diversion tool and problem-solving element of the coordinated care pilot initiated by the Shelter and Care.*

2. Housing-Focused Emergency Shelter

This group was convened by HSCO and co-facilitated by Focus Strategies, HSCO and Housing Matters with the goal of developing strategies to improve the ability of existing emergency shelters to help residents secure housing. Participants included representatives from almost 100% of emergency shelters in the community. They conducted a survey of shelter providers and helped organize focus groups with shelter residents facilitated by Focus Strategies. This group has identified three priorities for implementation: (1) expanded availability

of housing-focused case management/advocacy in shelters; (2) availability of flexible funding to help residents exit shelter to housing, and; (3) capacity building and training for shelter staff.

- o *May - June 2020 - The Shelter and Care DOC worked with HSA's Homeless Persons Health Project and Behavioral Health Division to provide training to shelter staff to build their capacity for addressing mental health needs of shelter guests and strength shelter connection to behavioral health clinicians.*
- o *June 2020 - The Shelter and Care DOC begins development of pilot program for case management, housing navigation and rapid rehousing model building on HSD housing programs including Bring Families Home and CHAMP and Health Services Agency's (HSA) Whole Person Care program and other best practices in select shelters. Once the model is tested it will be expanded to the entire shelter system as resources allow.*

3. Outreach Services

This group was co-convened by HSCO and HSA, with facilitation support from Focus Strategies. The focus was on sharing information about how different programs approach outreach, brainstorming what could make outreach more effective and coordinated, and identifying training needs. The group has also developed a matrix describing all the outreach efforts currently in place in the community. The group's recommendations are: (1) developing quality standards to define and standardize the purpose of outreach, skills outreach workers should have, and services outreach teams should be equipped to provide; (2) address the need for better data and information sharing, and common outcomes measures for outreach, and; (3) addressing gaps in the system, including the need for lower-barrier shelter and more case management services.

- o *April - May 2020 - The Shelter and Care DOC institutes a work group to develop a plan for outreach teams to collect basic information and COVID-19 data and enter it into HMIS.*
- o *May - June 2020 - The Shelter and Care DOC coordinates outreach services throughout the County, aligning the services of HSA and HSD to improve outreach to unsheltered persons experiencing homelessness in shelters as well as those sheltered. The resources available to respond to the epidemic (expanded shelter beds, including Project RoomKey beds, safe camping supplies, etc.) have made outreach and engagement much more productive and better integrated with a coordinated shelter referral process.*

5. Governance, Planning and Communication

This group was convened by HSCO with facilitation by Focus Strategies, and was tasked with developing a proposed plan to create a systemwide governance body that will design, direct and evaluate the response to homelessness in Santa Cruz County, including a proposed scope for its decision-making, structure, and input processes. Planning was informed by the work of the Governance Study Committee that convened in 2017. This group drafted a proposal for a new governance entity and the primary recommendations included are: (1) to establish a governance structure to design, direct and evaluate and effective

regional homelessness response system; (2) empower the new governance structure to set investment priorities informed by data and allocate funding to maximize results; and (3) authorize the new structure to take input, make decisions, hold accountability and communicate about the regional homelessness response.

- o *March - June 2020 - The operation of the Shelter and Care DOC provides an opportunity to try a different approach to homeless system operations through the incident command structure management system.*
- o *May - June 2020 - In an effort to provide stronger administration support and coordinate County-wide efforts, the Board of Supervisors approved the recommendation to move the HSCO to the Human Services Department and merge with the Housing Unit at HSD to create a new Division that includes policy, program oversight, evaluation, contract development and fiscal management. The projected start date for this Division is October 2020 and in anticipation of that merge, staff from HSCO and HSD began to collaborate on joint projects that will carry into the new division.*

Homeward Bound Program Utilization

As reported to the Board on March 10, 2020, there are opportunities within the current fiscal year and the years ahead to optimize appropriate utilization of Homeward Bound Program within the County. Prior to the COVID-19 pandemic, the Homeward Bound Purchase order with The Salvation Army (TSA) was projected to spend down approximately \$15,000 of its \$35,000 allocation in Fiscal Year (FY) 2019-20. Staff had taken steps to increase program awareness and utilization, including outreach to agencies countywide that work with persons experiencing homelessness, revising program information sheets, and relaying information to staff from homeless service providers of all types at in-person meetings. HSD also coordinated with TSA to create a more streamlined process for community-based agencies to refer clients to the program.

The FY 2019-20 contract goal was to provide Homeward Bound assistance to 75 persons; to date the program has served 23 people, and the program is not expected to reach its performance goals. TSA has continued to operate the program and also partnered with other community-based organizations to improve utilization, but the onset of the COVID-19 Public Health Emergency has been a significant contributing factor to underutilization and has created several unanticipated barriers. Due to COVID-19 related concerns, despite continued outreach, fewer people have been interested in traveling, opting instead to shelter-in-place when possible. Those persons who have expressed a desire to travel have been unable to find someone to take them, for common reasons, but also due to COVID-19 related concerns. The program's primary and often most economical transportation mode is the Greyhound bus service. The Greyhound bus schedule has been sporadic, changing, and not going to all locations. Additionally, Greyhound is restricting the number of tickets available per trip to maintain physical distancing.

Staff recommends that the approximately \$20,000 in anticipated underutilized funds be rebudgeted to fund diversion and problem solving elements of the coordinated care pilot initiated by the Shelter and Care DOC to seed a fund which would provide flexible

funding to support shelter residents leaving shelter to housing through diversion tools such as Homeward Bound type programs, funds for short-term rental assistance, and other more flexible expenditures that support a housing resolution, as recommended in the Focus Strategies report.

Strategic Plan Element(s)

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

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Revised Focus Strategies Project Plan, June to December 2020
- b County of CA and CA-508 Continuum of Care Funding Sources Matrix - June 2020

Revised Focus Strategies Project Plan: June to December 2020.
Draft - June 9, 2020

The table below summarizes the proposed project plan for the work Focus Strategies will conduct to support the parallel development of an initial six-month work plan and a three year Action Plan to improve the community's response to homelessness.

Month	Six-Month Work Plan	Three-Year Action Plan
June	<p align="center">Present project update and revised FS project plan to BOS</p> <ul style="list-style-type: none"> • Draft first six-month work plan for COVID Recovery Phase One (July to Dec. 2020): • Begin work plan with framing that has already been discussed: emphasis on becoming more of a system; moving toward housing-focused approaches, etc.; framing will carry over to the Three-year Action Plan • Develop six month implementation steps/plan for specific work streams, identifying responsible parties and time frames, funding sources, and building on what is already in place through the shelter and care DOC (suggested options listed below) <ol style="list-style-type: none"> 1. Stabilizing and strengthening shelter system (expand/contract shelter inventory as needed to continue response to COVID, implement social distancing and hygiene policies, refine centralized access process, implement real time data collection) 2. Rehousing strategy for people in shelter (diversion, problem solving, housing case management in shelters, RRH) 3. Targeting prevention resources to reduce inflow into homelessness 4. Expanding and coordinating outreach/services (HOSS) 5. Improving ability to collect and analyze data on people experiencing homelessness (current COVID/HMS work group with possibly expanded scope) 6. Pave way to Implement new governance structure and staffing - including move of County leadership to HSD, expansion of structure, and groundwork for the new commission 	<ul style="list-style-type: none"> • Begin planning and notifications for Three Year Action Planning to begin in July • In conjunction with six-month work plan development, establish framing that has already been discussed for emphasis on becoming more of a system; moving toward housing-focused approaches, etc. that will be used six-month work plan and carry over to the Three-Year Action Plan • Record contextual webinar that stakeholders/community can view optionally before engaging in Three-Year Action Plan. Webinar will summarize: All In Plan, FS-led and pre-COVID work to date (baseline assessment, SWAP results, implementation groups), post-COVID changes to homelessness system.

Attachment: Revised Focus Strategies Project Plan, June to December 2020 (8970 : Focus Strategies



Month	Six-Month Work Plan	Three-Year Action Plan
July	<ul style="list-style-type: none"> • Six-month work plan presented to and endorsed by DOC, BOS, cities • Work plan implementation begins/continues • Focus Strategies provides TA to support six-month work plan implementation as needed and budgeted, including support for program and policy development, meeting facilitation, data analysis and evaluation 	<ul style="list-style-type: none"> • Three Year Action Planning resumes • Post context webinar on website with links to relevant documents; and send announcement to community to alert people where to find this information • Refine rough draft of vision, mission, principles and goals for Three-Year Action Plan that builds off work to date and also integrates learning from COVID response and development of Six-Month Work Plan; review and refine with Project Advisory Group • Hold web-based input sessions to gather feedback on Action Plan vision, mission, principles, strategies. Include review of the six month action plan and how Strategic Three-Year Action Plan connects to it.* • Hold in person input sessions with people with lived experience to gather feedback on Strategic Action Plan vision, mission, principles, strategies. Include review of the six month action plan and how Strategic Action Plan connects to it.* <p>*These items may continue into August</p>
August	<ul style="list-style-type: none"> • Work plan implementation continues • Focus Strategies provides TA to support six-month work plan implementation as needed and budgeted, including support for program and policy development, meeting facilitation, data analysis and evaluation 	<ul style="list-style-type: none"> • Draft Three-year Action Plan; including specifics of system changes and needed intervention shifts or expansions and reference to six-month work plans taking into account needs, resources and opportunities to meet these goals • Establish overall performance measures for system • Review Plan with Advisory Group and refine
September	<ul style="list-style-type: none"> • Work plan implementation continues • Focus Strategies provides TA to support six-month work plan implementation as needed and budgeted, including support for program and policy development, meeting facilitation, data analysis and evaluation 	<ul style="list-style-type: none"> • Post Action Plan with recorded webinar for community input • Open Comment period

Attachment: Revised Focus Strategies Project Plan, June to December 2020 (8970 : Focus Strategies



Month	Six-Month Work Plan	Three-Year Action Plan
October	<ul style="list-style-type: none">• Work plan implementation continues• Focus Strategies provides TA to support six month work plan implementation as needed and budgeted, including support for program and policy development, meeting facilitation, data analysis and evaluation	<ul style="list-style-type: none">• Final adoption of Three-Year Action Plan
November	<ul style="list-style-type: none">• Begin evaluation of process and results of six-month work plan and identifying updates and changes that may be needed in next six-month work plan based on finalized Three Year Action Plan and established performance measures	
December	<ul style="list-style-type: none">• Complete evaluation and facilitate development of next six-month work plan, aligned with content of adopted Action Plan	

Attachment: Revised Focus Strategies Project Plan, June to December 2020 (8970 : Focus Strategies



Feed/State/Local	Program Name	Total Grant Amount	Annual Amount if Multi-Year	Total Amount Allocated to Homelessness	Program End Year/Remaining	Authority for Allocation of Funds	Lead and Date	County	Eligibility/Limitations for Homelessness
Feed	Health Center Program	\$ 2,644,471	\$ 137,162	\$ 0.0, 073	1	County	USA	no	FEU/ADH
Feed	Ryan White HIV/AIDS Program Part B 307	\$ 601,598	\$ 55,679	not specified	4	County	USA	with guidelines	None specified
Feed	Ryan White HIV/AIDS Program Part B 308 (Supplemental)	\$ 55,679	\$ 55,679	not specified	unknown	County	USA	with guidelines	None specified
Feed	SAMHSA Projects for Assistance in Transition from Homelessness (PATH)	\$ 41,080	\$ 41,080	N/A	unknown	SAMHSA	USA	No	FEU/ADH with SW or SM or Substance Abuse
State	Whole Person Care One-Time Housing Funds	\$ 2,642,337	\$ 2,642,337	\$ 2,642,337	3	County	USA	with guidelines	FEU/ADH/Health-Care beneficiaries/medical bills
State	No Place Like Home (NPLH) approx. application amounts	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	capital	County	USA	no	FEU - Chronic with disabling conditions
Feed	COVID-19 Homeless Grants	\$ 1,248,776	\$ 1,248,776	\$ 299,094	X	County	USA	no	FEU
State	Homeless Mentally Ill Outreach and Treatment Program	\$ 1,041,900	\$ 1,041,900	\$ 1,041,900	X	DHCS	USA	no	FEU/ADH or DSM
State	Mental Health Services Act, Community Services and Support Com	\$ 10,792,343	\$ 518,370	\$ 518,370	ongoing per Prop 69	DHCS	USA	with Prop 69	needs to follow AB16 (Prop 69) funding regulations
State	Mental Health Services Act, Innovation	\$ 946,619	\$ 652,726	\$ 652,726	Ongoing per Prop 69	DHCS	USA	with Prop 69	new resources specific, limited term, to be used with 81 reg.
State	Whole Person Care	\$ 20,892,346	\$ 41,103,658	\$ 560,137	0.5	DHCS	USA	with guidelines	FEU/ADH, clients on WSCCH including current/future health and housing supports employees (10/22) current/future health and housing supports employees (10/22) employees, limited health conditions
State	No Place Like Home (NPLH) Planning Grant	\$ 100,000	\$ 50,000	\$ 100,000	0.5	DHCS	USA	no	NPLH planning activities only
Local	Health Services Agency Sub-Total	\$ 48,972,900	\$ 6,353,399	\$ 14,492,017					
Local	COBE	\$ 450,000	\$ 450,000	\$ 450,000	June 2022	BOS	HSD	yes	Multiple agreements serving different populations/geographic areas
State	CDSS	\$ 401,370	\$ 401,370	\$ 401,370	Single Allocation	HSD	HSD	yes	Partnership with various housing and support org
State	CDSS	\$ 793,000	\$ 793,000	\$ 793,000	X	HSD	HSD	no	new programs added for FEU who are COVID positive, referred for CO, or medically vulnerable
State	Project Room Key	\$ 1,546,553	varies	\$ 1,546,553	30 Jan-21	HSD	HSD		worksite
State	Bringing Families Home (BFH)	\$ 228,405	varies	\$ 228,405	ongoing funding	HSD	HSD	no	Homelessness interventions are provided with DMH
State	CDSS/CDSS Homeless Assistance (HA)	\$ 2,642,342	\$ 2,642,342	\$ 2,642,342	ongoing allocation	HSD	HSD	yes per plan	CDSS/CDSS clients are housing first/rapid rehousing
State	CDSS/CDSS Housing Support Program (HSP)	\$ 743,440	varies	\$ 743,440	June 21	HSD	HSD	yes per plan	FEU who are referred for need support to assist for disability based housing
State	Home Safe Program	\$ 455,693	\$ 455,693	\$ 455,693	annual/month	HSD	HSD	yes per plan	FEU who are referred for need support to assist for disability based housing
State	Housing and Disability Advocacy Program (HDAP)	\$ 455,693	\$ 455,693	\$ 455,693	annual/month	HSD	HSD	yes per plan	FEU who are referred for need support to assist for disability based housing
	Human Services Department Sub-Total	\$ 7,298,304	\$ 41,763,311	\$ 6,886,994					

Report for Board of Supervisors

Attachment: County of CA and CA-508 Continuum of Care Funding Sources Matrix - June 2020 (8970) : Focus Strategies System Design and

Fed/ State/ Local	Dept	Program Name	Total Grant Amount	Annual Amount if Multi-Year	Total Amount Allocated to Homelessness	One Year Term	Program End Date/ Year Ending	Authority for Allocation of Funds	County Discretion on Use of Funds:	Eligibility/Limitation for Homelessness Program - All Risk of Homelessness Program - All Risk of Homelessness
State	HCD	Community Development Block Program - COVID-19 (renting)	\$ 475,347	\$ 475,347	\$ 394,338	X		County	limited	None to COVID-19
State	HCD	Permanent Local Housing Allocation (renting)	\$ 3,995,713	\$ 985,925	\$ 1,408,937		\$	County	yes	PHL
State	HCD	Project-Based Rental Assistance: HOME 2016	\$ 532,540	varies	\$ 532,540	X	7/1/2020	County	per State rules	limited to 60/MH or below
State	HCD	Project-Based Rental Assistance: HOME 2019	\$ 511,875	varies	\$ 511,875	X	2-5	County	per State rules	limited to 60/MH or below
State	HCD	Project-Based Rental Assistance: HOME Program Income	\$ 160,000		\$ 160,000	X	none	County	per State rules	limited to 60/MH or below
		Planning Department Sub-Total	\$ 5,675,475	\$ 968,972	\$ 3,065,810					
State	BCCC	Proposition 17 Grant: Add Health Care Services Program	\$ 900,000	\$ 300,000	unborn		2-5	County, RIB	yes	low level of system involvement, mental health/SDP support
		Probation Department Sub-Total	\$ 900,000	\$ 300,000	unborn					
Fed	HJJD	Continuum of Care	\$ 90,225	\$ 90,225	annual renewal			HSCD	yes	Continuum of Care Housing and Administration; non-connections; not subject to restriction of CDC
Local	HJCD	General Fund	\$ 1,139,061	\$ 1,139,061				HSCD	yes	Planning Operations and Supportive Services
State	BCSH	COVID-19 Homeless Grants	\$ 388,535	\$ 388,535	\$ 38,854	X	30-Dec-20	County	HSCD	None to COVID-19
State	BCSH	Homeless Housing, Assistance and Prevention (HHAP)	\$ 2,364,929	\$ 2,364,929	X	not awarded	County	HSCD	yes	None to COVID-19
		Homeless Services Coordination Office Sub-Total	\$ 3,862,290	\$ -	\$ 3,862,290					None to COVID-19
		County Total:	\$ 66,774,118	\$ 11,307,668	\$ 28,317,611					

Fed	HJJD	Continuum of Care	\$ 935,355	\$ 935,355	annual renewal		CDC	HSA	no	PHL - Chronic with stability	
Fed	HJJD	Continuum of Care	\$ 2,244,485	\$ 2,244,485	annual renewal		CDC	HSCD	no	HUD award to local non-profit, not of HUD and County awards, serving different populations/geographic areas	
Fed	HJJD	Youth Homeless Demonstration Project	\$ 2,200,000	\$ 1,100,000	annual renewal		CDC	HSCD	no	Youth and Transition Aged Youth aged 14 and under	
Fed	HJJD	Continuum of Care	\$ 228,362	\$ 228,362	annual		CDC	HSD	no	Bookended Entry Funding	
State	BCSH	COVID-19 Homeless Grants	\$ 422,309	\$ 422,309	\$ 42,231	X	31-Dec-20	CDC	HSCD	None to COVID-19	
State	BCSH	Homeless Emergency Aid Program (HEAP)	\$ 9,674,883	\$ 9,674,883	\$ 9,674,883	X	30-Jun-21	CDC	HSCD	no	no planning activities; minimum 5% for youth; no
State	BCSH	Homeless Housing, Assistance and Prevention (HHAP)	\$ 2,552,737	\$ 2,552,737	not awarded		CDC	HSCD	no	None to COVID-19	
State	HCD	California Emergency Solutions and Housing Program (CESH)	\$ 1,400,583	\$ 1,400,583	\$		CDC	HSCD	no	Bookended Entry Funding; CES, HHAP, no implementation	
State	HCD	Emergency Solutions Grant Program: ESG-CV 2020 (pending)	\$ 983,000	\$ 983,000	not yet awarded		CDC	HSCD	no	no requirements for treatment or other pre-requisite activities as a condition to receiving ESGR	
		Continuum of Care Total:	\$ 20,641,714	\$ 1,328,362	\$ 20,641,714						
		GRAND TOTAL COUNTY AND CONTINUUM OF CARE:	\$ 87,415,833	\$ 12,726,034	\$ 48,958,326						

Report for Board of Supervisors

Attachment: County of CA and CA-508 Continuum of Care Funding Sources Matrix - June 2020 (8970) : Focus Strategies System Design and

State and Federal Grants Supporting Persons Experiencing Homelessness Not Currently Accessed by County*		
Federal	FEMA	Emergency Food Shelter Program
Federal	HHS	Family Violence and Prevention Services
Federal	HHS	Health Care for the Homeless
Federal	HHS	Runaway and Homeless Youth Act
Federal	HHS	SAMHSA Homeless Grants
Federal	HHS	Service Connection for Youth on the Streets
Federal	HHS	Temporary Assistance for Needy Families
Federal	HUD	Housing Opportunities for Persons with Aids (HOPWA)
Federal	HUD	HUD-VASH
Federal	HUD	Tenant-Based Rental Assistance
Federal	SAMHSA	Cooperative Agreements to Benefit Homeless Individuals
Federal	SAMHSA	Grants for the Benefit of Homeless Individuals (BGHI)
Federal	SAMHSA	SSI/SSDI Outreach, Access, and Recovery (SOAR)
Federal	SAMHSA	Treatment for Individuals Experiencing Homelessness (TIEH)
Federal	VA	Domiciliary Care for Homeless Veterans (DCHV)
Federal	VA	Grant and Per Diem Program
Federal	VA	Home Care for Homeless Veterans (HCHV)
Federal	VA	HUD-VASH Case Management
Federal	VA	Supportive Services for Veteran Families
State	CHFA	Special Needs Housing Program (SNHP)
State	DCR	Transitional Housing Program (THP)
State	DHCS	Affordable Care Act Section 2703 Health Home Program (HHP)
State	DSS	Bringing Families Home (BFH)
State	DSS	CalWORKS Homeless Assistance (HA)
State	HCD	Community Development Block Program
State	HCD	Farmworker Housing Grant Program
State	HCD	Housing for a Healthy California
State	HCD	Multifamily Housing Program - Supportive Housing (SHMHP)
State	HCD	Veterans Housing and Homelessness Prevention Program
State	OES	Domestic Violence Housing First Program
State	OES	Equality in Prevention & Services for Domestic Violence
State	OES	Homeless Youth and Exploitation Program
State	OES	Human Trafficking Victim Assistance Program
State	OES	Native American Domestic Violence & Sexual Assault Program
State	OES	Specialized Emergency Housing
State	OES	Transitional Housing Program
State	OES	Youth Emergency Services and Housing Program
State	Tax Credit Allocation Committee	Low-Income Housing Tax Credit Program

* City jurisdictions may, and community-based organizations do access some of these funding sources.

Attachment: County of CA and CA-508 Continuum of Care Funding Sources Matrix - June 2020 (8970) : Focus Strategies System Design and