



*Mission: Build partnerships and promote strong collaborative action to ensure all residents within the County have stable, safe, and healthy places to live.*

**Santa Cruz County  
Housing for Health Partnership (H4HP) Policy Board  
Regular Meeting Agenda  
December 18, 2024; 3 pm**

**2005 Wharf Road, Capitola – Capitola Library - Ow Family Community Room**

Zoom Conference Link: <https://santacruzcounty-us.zoomgov.com/j/1602821773>

Call-In Number: +16692545252 Webinar ID#: 1602821773

**Call to Order/Welcome/Introductions**

**Non-Agenda Public Comment**

**Action Items** (vote required) {3:10 – 4:00 pm}

1. Approval of Meeting Minutes: October 15, 2024.
2. Approval of Housing for Health Partnership Governance Charter Updates and Adopt New Charter.
3. Provide Direction to Staff RE: Updated CA Emergency Solutions Grant (ESG) Funding Process.

**Lived Expertise Workgroup Updates** {4 – 4:20 pm}

4. Update on Status and Participation in Policy Board and other CoC Groups and Activities.
5. National Coalition for the Homeless Conference Update.

**Information Items** (no vote required) {4:20 – 4:30 pm}

6. HUD YHDP-CoC Notice of Funding Opportunity and CoC Builds Application Submission Update.
7. 2025 PIT Count – January 30, 2025, Update.
8. 2025 Policy Board Calendar.
9. 2025 Homeless Memorial.

**Report/Discussion Items** (no vote required) (4:30 pm - }

10. Policy Board Co-Chair Interest and Nominees.
11. Housing and Capital Facility Development and Funding Collaboration Discussion

**Board Member Announcements**

**Adjournment**

**Next Meeting: Wednesday, February 26, 2025, 3 pm**

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**Action Item 1: Approval of Meeting Minutes**

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(Action required) – Robert Ratner

**Recommendation**

Approve the October 15, 2024, Housing for Health Partnership Policy Board Regular Meeting minutes.

**Suggested Motion**

I move to approve the October 15, 2024, Housing for Health Partnership Policy Board Regular Meeting minutes.

**Attachment**

October 15, 2024, Housing for Health Partnership Policy Board Regular Meeting minutes

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## **Action Item 2: Approval of Housing for Health Partnership Governance Charter Updates and Adopt New Charter**

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(Action required) – Robert Ratner

### **Recommendation**

Approve proposed updates and adopt a new Housing for Health Partnership Governance Charter.

### **Background**

The current published Housing for Health Partnership (CoC) Governance Charter was adopted on June 18, 2021, by the prior CoC governing board known as the Homeless Action Partnership (HAP). At the Housing for Health Partnership Policy Board meeting on October 18, 2023, the Board requested that Housing for Health staff members work with County legal counsel to update the Governance Charter after proposed lived expertise workgroups were formed and ready to begin participation in Policy Board meetings. Staff were directed to also update the charter to reflect the distinction between Policy Board public meetings and other working group meetings managed by staff.

Staff have prepared an update to the current governance charter for Board consideration. The Board packet includes a copy of the original governance charter and the proposed updated version. The updated version includes highlights and notes indicating recommended changes and the rationale for each proposed change.

A summary of the core substantive changes is outlined below:

- Updated language to reflect CoC focus is on promoting stable, safe, and healthy places to live inclusive of homelessness prevention and housing stability support services.
- Clarified the roles and responsibilities of Housing for Health Division staff members.
- Distinguished the Policy Board from working groups and removes references to Policy Board created committees.
- Updated Board membership charter to include changes approved by Policy Board at October 18, 2023 meeting.
- Clarified attendance expectations of Policy Board members and allows for alternates for appointed members when specific expectations are met.
- Provided clarifying language around Board meeting process.
- Updated the list of current working groups in the CoC.

### **Suggested Motion**

I move to approve the proposed changes to the Housing for Health Partnership Governance Charter and to adopt the new Charter with an effective date of January 1, 2025.

### **Attachments**

Housing for Health Partnership Governance Charter (original) – Adopted June 18, 2021.

Housing for Health Partnership Governance Charter (revised) with highlights and noted changes.

**SANTA CRUZ COUNTY HOUSING FOR HEALTH PARTNERSHIP  
GOVERNANCE CHARTER  
Adopted June 18, 2021**

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## ARTICLE 1: PURPOSE AND AUTHORITY

The Santa Cruz County Housing for Health Partnership (the Partnership) aligns and develops resources, stakeholders, and collective wisdom across the greater Santa Cruz community to promote public health and work toward preventing and ending homelessness within the county.

The Partnership serves as the community's designated Housing and Urban Development (HUD) Continuum of Care (CoC) governance entity in compliance with the requirements of federal regulations governing receipt of CoC funding, 24 Code of Federal Regulations (CFR) Part 578. This charter was developed in partnership with the Homeless Management Information System (HMIS) lead agency, the CoC collaborative applicant, and the HUD Coordinated Entry implementation lead. Elements of this charter that reflect federal requirements are identified with a blue parenthetical note ([CoC Requirement](#)).

## ARTICLE 2: STRUCTURE

The Partnership consists of:

1. A **Policy Board** responsible for high level planning and decision-making. The Board sets overall policy direction and provides system oversight. The Board delegates implementation, operational, and planning responsibilities to specific Operational Committees and Working Groups. See Article 3.
2. **Operational Committees and Working Groups** providing recommendations, input and guidance on key operational issues, resource needs, and areas for policy change and improvement. Operational Committees have decision-making authority as delegated by the Board. Operational Committees have formally established memberships with participation expectations. **Working Groups** form as needed and evolve over time based on evolving community needs, priorities, and opportunities. Working Groups bring together particular individuals with roles and responsibilities relevant to a specific focus area. Working groups coordinate local efforts and provide input and advice to the Policy Board or Operational Committees. See Article 4.
3. The **General Membership** consisting of any individual in the community interested in joining the collective effort to prevent and end homelessness in the community. Membership expectations are set by the Policy Board. The Policy Board may request formal input or votes from the General Membership on specific topics. The General Membership nominates and selects three people to sit on the Policy Board. See Article 5.
4. **Staffing** for the Partnership is provided by the Santa Cruz County Human Services Department, Housing for Health Division (H4H). See Article 6.

## ARTICLE 3: POLICY BOARD

### 1. Responsibilities of the Board

The Policy Board has the following responsibilities:

- a. Create and/or adopt guiding principles, system objectives, equity goals and community-level plans for addressing homelessness, starting with the *Housing for a Healthy Santa Cruz Strategic Framework* and including revisions and updates.
- b. Review and approve six-month work plans to implement the *Housing for a Healthy Santa Cruz Framework and subsequent revisions to the Framework*.
- c. Review and approve funding recommendations developed by Operational Committees or other entities.
- d. Approve applications for HUD Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funding and any funds from the State of California or other sources that require CoC oversight, management, approval or coordination. (CoC Requirement).
  - i. Designate a Collaborative Applicant for CoC funding. The current Collaborative Applicant is H4H.(CoC Requirement).
  - ii. Designate a Committee composed of non-conflicted members to review, rate, and rank CoC applications and present a final Project Priority List to the Policy Board for approval (CoC Requirement).
- e. Review and approve operational standards, policies and high-level procedures for components of the housing crisis response system including, but not limited to, Coordinated Entry. (CoC Requirement).
  - i. Designate a Coordinated Entry Management Entity and an Evaluation Entity. (CoC Requirement).
- f. Conduct high level evaluation of the system and make high level recommendations for continuous improvement. (CoC Requirement).
  - i. Conduct high level tracking of progress towards goals and outcomes in *Housing for a Healthy Santa Cruz and subsequent Framework revisions* and related six-month work plans, as well as progress towards other emerging priorities and activities.
  - ii. Designate an entity to manage the HUD mandated Homeless Management Information System (HMIS) and provide oversight for HMIS. The current HMIS management entity is H4H (CoC Requirement).
  - iii. Approve the methodology and publication of the final results for the bi-annual Point in Time (PIT) Count. (CoC Requirement).
- g. Provide direction to staff related to high-level communications and reports to stakeholders on results of investments and operations of the system and progress on Framework goals.
- h. Review applications for membership to Operational Committees that have decision-making authority and make appointments to those Committees.

- i. Ensure appropriate consultation and coordination with CoC, HUD Emergency Solutions Grant (ESG), and other funding recipients when such efforts are required by HUD or other funding agencies.
- j. Provide guidance to staff on how to support local jurisdictions in their completion of HUD Consolidated Plans, Annual Plans, and Consolidated Annual Performance and Evaluation Reports (CAPER).

**2. Board Membership**

The Policy Board consists of 15 community leaders and stakeholders who represent different entities and constituencies with significant experience and/or resources to address the issue of homelessness. Slots on the Board fall into 3 categories: jurisdictional representatives, Operational Committee or Working Group representatives, and partner system representatives. At least one member of the Board must have had lived experience of homelessness at some point in their lives. The Policy Board nominating entities will strive to ensure two or more Policy Board members will have lived experience.

Stakeholder Group or Entity	Number of Seats	Eligible Representatives
<b>A. Jurisdictional Representatives</b>	<b>9</b>	May be filled by elected officials, government staff, or other citizens.
City of Santa Cruz	2	
City of Watsonville	2	
City of Scotts Valley/City of Capitola (alternating appointments)	1	
County of Santa Cruz	4	
<b>B. Operational Committee or Working Group Representatives</b>	<b>3</b>	At least 1 must be a person with lived experience.
<b>C. Partner System Representatives</b>	<b>3</b>	May come from non-profit, for-profit, public agencies or philanthropic entities.
Health Sector	1	
Workforce/Business/Foundation Sector	1	
Education Sector	1	

The CoC regulations require that the CoC Board must “be representative of the relevant organizations and of projects serving homeless subpopulations; and include at least one homeless or formerly homeless individual.” Board members will complete a brief checklist noting which organizations and groups they represent. Members may represent more than one stakeholder group.

**3. Appointments to the Board**

HUD CoC regulations require that the process for appointing Board members will be reviewed, updated, and approved at least once every five years. Members will be appointed by an existing or to-be-created entity or body that represents that sector, as follows:

- a. Jurisdictional Representatives will be appointed by the jurisdiction’s respective elected body (City Council or County Board of Supervisors). Jurisdictional representatives may be elected officials, staff of the jurisdiction, or community representatives determined by the appointing body to represent

the interests and concerns of the jurisdiction. For members appointed by the County, no more than two may be elected officials. City jurisdictions may appointment up to two elected officials.

- b. Operational Committee or Working Group Representatives will be appointed by the General Membership and must include at least one person with lived experience of homelessness.
- c. Partner System Representatives will be appointed by entities representing the work of the designated sector and will be recruiting and recommended by H4H staff. The existing Policy Board will confirm sector representatives to be added to the Board. Criteria for selection of representatives will include:
  - i. Organization brings funding or other policy/systems change levers to the table
  - ii. Organization or individual within organization is motivated and committed to taking action to address homelessness
  - iii. Nominees represent the interests and concerns of the appointing organization and of the field of interest.

#### **4. Board Terms**

Board Members will serve two-year terms. Each appointing body may determine if they will impose term limits on their representatives. If a member leaves before their two-year term is completed, their appointing body will appoint a replacement to serve out the remainder of their term.

#### **5. Board Member Responsibilities**

Each member will sign a written set of commitments for serving as a Board member, including:

- a. A code of conduct ([CoC Requirement](#)), including agreement to abide by HUD (Title 24 Code of Federal Regulations {CFR} part 578.5) and Policy-Board adopted conflict of interest regulations and recusal processes for the Board, its chair(s), and any person acting on behalf of the Board.
- b. Standards for Board service including expectations for attendance, preparation, and other responsibilities.
- c. All regular Members of the Board shall attend all meetings. A pre-designated alternate may be established. Alternates shall receive and remain informed about all meeting materials but shall only attend when the primary member has an unavoidable reason for not attending.

Board members who fail to uphold their responsibilities may be removed by an action of the Board.

#### **6. Officers**

The Board will elect two co-chairs. Co-chairs may represent any of the three categories of representation but may not both be representatives from the same category type.

The co-chairs are responsible for working with staff to develop meeting agendas and to chair Board meetings. Staff will assist with meeting facilitation and the presentation of agenda items.

The co-chair terms will be two years. A co-chair may be appointed for a subsequent term at the discretion of the Board. The co-chair terms will be staggered so that they do not both change in the



same year. To provide for staggering, one of the first two co-chair terms under this Charter will be a special one-year term; thereafter, the term will revert to two years.

## **7. Meetings of the Board**

### a. Brown Act

The Policy Board is subject to the Brown Act and all meetings will be conducted in alignment with those requirements.

### b. Frequency

The Board will meet at least every other month at a regularly scheduled time. Meetings may be held with more frequency in the first year of Board operations.

### c. Decision-Making

Board decisions and actions are made through consensus. However, in cases where consensus cannot be reached, the decision will be subject to a simple majority vote.

### d. Quorums

The Board must have a quorum to take any action, either by consensus or by vote. A quorum is defined as a majority of current members. When all 15 Board seats are filled, 8 members shall constitute a quorum.

### e. Meeting Notification

A meeting notice and agenda shall be publicly posted at least 72 hours prior to each Board meeting.

### f. Public Comment and Standing Agenda Items

Each Board meeting shall include opportunities for public comment, in accordance with the Brown Act. Operational Committee and Working Group reports shall be standing agenda items.

## **ARTICLE 4: OPERATIONAL COMMITTEES AND WORKING GROUPS**

### **1. Authority**

The Partnership Policy Board may create Operational Committees with decision-making authority as delegated by the Board or Working Groups advisory to the Policy Board and Operational Committees.

- a. **Decision-Making Operational Committees.** For Committees with decision-making authority, the Board shall appoint a Chair that is a member of the Policy Board. Seats on decision-making Committees must be filled by a process where members apply for Board approval and appointment. The Board will task decision-making Committees with a specific work plan detailing objectives, activities, and specific decisions to be made. Decision-making Committee members must sign the same Code of Conduct and responsibilities documents as Board Members. Committees make decisions following the same guidelines as the Policy Board and Committee meetings also follow Brown Act guidelines for public participation and comment opportunities.

- b. Working Groups. Working Groups are not required to have Board members as chairs and membership of these groups may be self-selecting or managed by H4H as staff.

Committees and Working Groups may be Standing (ongoing) or Ad Hoc (short term). This Charter describes an initial set of Standing Committees and Working Groups which may be modified by Board Action.

Any Committee may create working groups designated to work on specific tasks. Working groups do not require any approval by the Board.

All committee members may receive support and training to enable them to participate in the work of the Committee. Members who are not compensated through their employment may be compensated for their work by H4H through stipends, depending on the availability of funding.

## **2. System Operations, Data and Evaluation (Smart Path to Housing and Health) Committee**

### a. Responsibilities

The System Operations, Data and Evaluation Committee is a decision-making committee with authority delegated by the Board through an annual work plan. Given its expansive scope, this Committee may form work groups to carry out its work. At a minimum, this committee is required to consult with and include Emergency Solutions Grant (ESG) and Continuum of Care (CoC) grant recipients related to the responsibilities outlined below.

#### *System Policies and Standards*

- i. Develop operational standards, policies and high-level procedures for components of the system, including how people access and are prioritized for each component (CoC Requirement):
  - a. Coordinated Entry (Smart Path)
  - b. Housing Problem Solving and Prevention
  - c. Outreach
  - d. Temporary shelter and transitional housing
  - e. Rapid rehousing and other time-limited subsidy program models (standards to include policies for determining what percentage or amount of rent each program participant must pay)
  - f. Permanent supportive housing and other housing dedicated for people experiencing homelessness
  - g. Supportive services dedicated to people experiencing homelessness

Standards must include required system policies such as those required under the Violence Against Women Act (VAWA). (CoC Requirement)

- ii. Oversight and evaluation of the HUD mandated Coordinated Entry System (CES). (CoC Requirement)

- iii. Establish a mechanism for client and community feedback and complaints to be handled at the system level and used to make system level improvements, when appropriate.

#### *Data and Performance Measurement*

- i. Building from HUD's required System Performance measures, establish performance measures and targets for the system and its component parts, as listed above. Targets to be brought to Policy Board for approval.
- ii. Evaluate the housing crisis response system and develop continuous strategies for improvement; implement Results-Based Accountability (RBA) across the system.
- iii. Develop and manage systems for collecting and managing data needed to track performance and evaluate the system, including:
  - a. Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS. (CoC Requirement)
  - b. Conduct the HUD required Point in Time Count (PIT), not less than every other year and with a goal of moving to annual. (CoC Requirement)
  - c. Conduct a regularly updated inventory of the system and map of the resources available to respond to homelessness, including maintaining and updating the HUD required Housing Inventory Count (HIC) (CoC Requirement)
  - d. Quantify system gaps and needs on a regular basis (CoC Requirement)
  - e. Produce regular reports to funders (including HUD), local leadership, community members and other stakeholders as needed to understand and assess the performance of the system. (CoC Requirement)
  - f. Coordinate with local jurisdictions to identify the information they need and facilitate needed data collection and sharing between organizations.
  - g. Maximize data transparency between County, cities, service providers and the general public.
  - h. Ensure compliance with HUD HMIS requirements.
  - i. Ensure consistent and active participation of agencies in HMIS including required and desired participating agencies.

#### b. Membership

The System Operations, Data and Evaluation Committee shall have 15 representatives. Membership must represent a cross-section of expertise in program types and subpopulations as well as geographical diversity. Membership must represent the relevant organizations and projects serving homeless populations, such as persons with substance use disorders, persons with HIV/AIDS, veterans, the chronically homeless, families with children, unaccompanied youth, the seriously mentally ill, and victims of domestic violence, dating violence, sexual assault and stalking. include representation in the areas identified below according to HUD guidelines.

System Operations, Data and Evaluation Committee members shall be appointed by the Policy Board and must include a chairperson who is a Board member and responsible for reporting to the Board on behalf of the Committee.

c. Meetings

The System Operations, Data and Evaluation Committee shall meet monthly.

**3. Cross Jurisdictional Finance Working Group**

a. Responsibilities

The Cross Jurisdictional Finance Working Group is an advisory group that holds responsibility for:

- i. Working toward aligning funding to support a Board-approved coordinated framework to address homelessness.
  - a. For funding sources for which the Partnership Board has approval authority (e.g., CoC funding, State HHAP funding), the Funding Work Group will assist the Board with creating local non-conflicted application review committees or panels as needed. ([CoC Requirement](#))
  - b. For funding sources for which the Partnership Board does not have approval authority, the Funding Committee will coordinate with, advise or provide guidance to share with the approving bodies for those sources, in alignment with the Partnership’s overall strategy (e.g., coordinating with the County Health Services Agency on use of Health Care for the Homeless funding, or providing recommendations to the City of Santa Cruz on use of Community Development Block Grant {CDBG} funds for homeless services).
- ii. Coordinate and advocate with partner systems of care (e.g., behavioral health, workforce development, others) to reduce barriers and facilitate access and quality support for people experiencing and at-risk of homelessness, align strategies and resources, and share data and information.
- iii. Seek resources to support increased household incomes and employment among people at-risk of or currently experiencing homelessness.

**b. Cross Jurisdictional Finance Working Group Membership**

Membership in this Working Group will change over time to include key representatives from public funding agencies and private philanthropic entities. The Policy Board will provide guidance to Housing for Health staff on key parties to include in Working Group conversations. The Working Group should strive for inclusion of key city, county, and private sector funding representation on an ongoing basis with additional participants as appropriate for topics.

c. Meetings

The Funding Committee shall meet at least quarterly.

**4. Lived Experience Working Group**

a. Responsibilities

The Lived Experience Working Group provides recommendations and advice to the Policy Board and Operational Committees on system operations, data, evaluation, and any other topics relevant to improvement of the community's response to homelessness.

b. Membership

The Lived Experience Working Group will consist of a minimum of 8 members but no more than 13 who are either currently experiencing homelessness or who have experienced homelessness. H4H will staff this Group and identify members through outreach to the community.

c. Meetings

Meetings will be coordinated by H4H staff and will be held at accessible and equitable locations. Meeting frequency will be at the discretion of the Working Group but will occur at least six times per year.

**5. Youth Advisory Working Group**

a. Responsibilities

The Youth Working Group provides recommendations and advice to the Policy Board and Operational Committees on system operations, data, evaluation for all elements of the system that impact transition age youth, and in particular for those components funded by the HUD Youth Homelessness Demonstration Program (YHDP). [\(CoC Requirement\)](#)

b. Membership

The Youth Advisory Board currently consists of 8 members with a plan to expand up to 13. The YAB is staffed by H4H and Encompass Community Services, who identify members through outreach to the community.

c. Meetings

Meetings are coordinated by H4H and Encompass Staff. Meeting frequency will be at the discretion of the Working Group but will occur at least six times per year.

**6. Housing and Capital Working Group**

a. Responsibilities

The Housing and Capital Working Group provides recommendations and advice to the Policy Board and Operational Committees on the development of housing and other capital infrastructure (e.g., emergency shelters) needed to meet the needs of people experiencing homelessness.

- i. Seek resources to expand affordable housing for extremely low-income households and advocate for the inclusion of people experiencing homelessness in new housing developments

- ii. Conduct legislative and policy advocacy to expand the supply of affordable housing
- iii. Manage a cross jurisdictional housing pipeline working group to plan for and track progress on the planning, siting, development, and service provision for housing designed or dedicated to serving people experiencing or previously homeless.
- iv. Advise on siting and development of shelters and other temporary programs
- v. Advise on tenant protection policies and practices
- vi. Advise on use of federal Housing Choice Vouchers and other Housing Authority programs to address needs of people experiencing homelessness
- vii. Advise on land use and other policies to increase the supply of affordable housing, including updating of Housing Elements

**b. Membership**

The Housing and Capital Working Group will initially include County staff from multiple departments and expand membership participation over time to work on specific project and areas of focus. The goal is to expand membership over time to enhance the scope and impact of this working group.

**c. Meetings**

This Working Group shall meet at least quarterly.

**7. Ad Hoc Committees or Working Groups**

The Board shall empanel Ad Hoc Committees or Working Groups as needed to address emerging or new issues. Ad Hoc Committees shall have decision-making authority and Working Groups will serve an advisory function.

**ARTICLE 5: GENERAL MEMBERSHIP**

The full membership of the Partnership is open to any interested individual who wishes to join with a personal commitment to contribute to the goal of preventing and ending homelessness within Santa Cruz County. Members join by submitting their name and contact information to the H4H staff and completing a membership participation agreement. The Partnership must issue a public invitation for new members at least once per year.

HUD regulations require that the CoC general membership is representative of a broad range of organizations, including: *“nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.”* Members will complete a brief questionnaire asking them to indicate which stakeholder groups they represent. A single member may represent multiple groups.

Members are encouraged to participate in committees, working groups, and to attend general membership meetings. Members who miss two general membership meetings may be removed from the membership.

Responsibilities of the General Membership include, but are not limited to:

- Identifying volunteers to support the annual Point in Time Count and other data gathering efforts
- Conducting an annual feedback survey on efforts of the Housing for Health Partnership
- Supporting community education and outreach efforts
- Voting or providing feedback on items as requested by the Policy Board

The full membership holds bi-annual meetings, with published agendas. ([CoC Requirement](#))

The full membership selects the three Operational Committee members to the seats on the Policy Board. Members submit applications to H4H which are then presented to the Membership at one of its bi-annual meetings. In the event there is more than 1 application for a given seat, the Membership shall conduct an election for the open seat.

#### **ARTICLE 6: PARTNERSHIP STAFFING**

The County of Santa Cruz Human Services Department (HSD) Housing for Health (H4H) Division will staff the Partnership. Staffing responsibilities include, but are not limited to:

- Implementation of the overall vision and direction set forth in the Strategic Framework, with oversight from the Policy Board, through:
  - Developing and presenting six-month work plans for approval by the Policy Board
  - Managing funding processes (developing recommendations, applying for funds, managing grants, issuing RFPs, managing contracts)
  - Setting performance measures and tracking progress
  - Gathering and analyzing data
  - Conducting ongoing housing crisis system and program evaluation and planning
  - Developing policies and standards for programs and components that are part of the response system
- Identifying and inviting participation from Partner System Representatives
- Staffing the meetings of the Policy Board, Operational Committees, and General Membership meetings, including developing agendas, drafting and presenting staff reports and other materials, taking and publishing meeting notes, and meeting logistics (scheduling, room reservations, meeting announcements, etc.)
- Providing training and technical assistance to any Operational Committee members who may need support to participate, including members of the Youth Advisory Board and Lived Experience Board.
- Providing compensation and other support to members per guidance from the Policy Board
- Coordinating and aligning the work of County and city staff working on homelessness
- Supporting training and capacity building throughout the system

- Maintaining an information clearinghouse on issues related to homelessness in Santa Cruz County.
- Reporting and communication with the public
- Responding to input and concerns from the public, including people with lived experience of homelessness

#### **ARTICLE 7: CHARTER AMENDMENTS**

On an annual basis, the Policy Board in conjunction with the HMIS lead, CoC collaborative applicant, and other stakeholders, shall review and update this Charter as needed. Amendment of the charter requires a majority vote if consensus cannot be reached.



**SANTA CRUZ COUNTY HOUSING FOR HEALTH PARTNERSHIP  
GOVERNANCE CHARTER**  
**Originally Adopted June 18, 2021**  
**Revision Adopted <Date>**

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## ARTICLE 1: PURPOSE AND AUTHORITY

The Santa Cruz County Housing for Health Partnership (the Partnership) aligns and develops resources, community members, collective wisdom, and action across the greater Santa Cruz County community to promote public health and ensure all county residents have stable, safe, and healthy places to live.

**Commented [RR1]:** Updated to include “action” as part of collective work.

The Partnership serves as the community’s designated Housing and Urban Development (HUD) Continuum of Care (CoC) governance entity in compliance with the requirements of federal regulations governing receipt of CoC funding, 24 Code of Federal Regulations (CFR) Part 578. This charter was developed in partnership with staff members from the County of Santa Cruz Human Services Department Housing for Health Division that currently serves as the Homeless Management Information System (HMIS) lead agency, the CoC collaborative applicant, and the HUD Coordinated Entry implementation lead. Elements of this charter that reflect federal requirements are identified with a blue parenthetical note (CoC Requirement).

**Commented [RR2]:** Added to clarify County staff roles in supporting work of CoC

## ARTICLE 2: STRUCTURE

The Partnership consists of:

1. A **Policy Board** responsible for high level planning and decision-making. The Board sets overall policy direction and provides system oversight. The Board relies on guidance and support from CoC staff members and CoC general membership working groups to guide Policy Board planning and decision-making. Any group or committee created by formal Policy Board action must follow the public meeting standards of the Policy Board. See Article 3.
2. **Working Groups** provide recommendations, input and guidance on key operational issues, resource needs, and areas for policy change and improvement. Working Groups are created by CoC staff members and form as needed and change over time based on evolving community needs, priorities, and opportunities. Working Groups bring together particular individuals with roles and responsibilities relevant to a specific focus area. Working groups coordinate local efforts and provide input and advice to the Policy Board. The Governance charter outlines current CoC Working Groups. See Article 4.
3. The **General Membership** consisting of any individual or organization in the community interested in joining the collective effort to ensure all county residents have stable, safe, and healthy places to live. The Policy Board may request formal input or votes from the General Membership on specific topics. Membership expectations are set by the Policy Board. See Article 5.
4. **Staffing** for the Partnership is provided by the Santa Cruz County Human Services Department, Housing for Health Division (H4H). See Article 6.

**Commented [RR3]:** Added section to clarify Board gets input from others for planning and decision-making. Clarify that new groups created by action of the Board must follow public meeting standards.

**Commented [RR4]:** Removed reference to operational committees to clarify these groups are groups formed and managed by staff rather than the Policy Board

**Commented [RR5]:** Clarify that organizations and not just individuals can become members.

## ARTICLE 3: POLICY BOARD

### 1. Responsibilities of the Policy Board

The Policy Board has the following responsibilities:

- a. Create and/or adopt guiding principles, system objectives, equity goals and community-level plans for addressing homelessness, starting with the *Housing for a Healthy Santa Cruz Strategic Framework*, and including revisions and updates.

- b. Review and approve six-month work plans to implement the *Housing for a Healthy Santa Cruz Framework and subsequent revisions to the Framework*.
- c. Review and approve funding recommendations presented by CoC staff, Working Groups, or other entities.
- d. Approve applications for HUD Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funding and any funds from the State of California or other sources that require CoC oversight, management, approval, or coordination. (CoC Requirement).
  - i. Designate a Collaborative Applicant for CoC funding. The current Collaborative Applicant is H4H. (CoC Requirement).
  - ii. Designate a Ranking and Review Committee composed of non-conflicted members to review, rate, and rank CoC applications and present a final Project Priority List to the Policy Board for approval (CoC Requirement).
- e. Review and approve operational standards, policies, and high-level procedures for components of the housing crisis response system including, but not limited to, Coordinated Entry. (CoC Requirement).
  - i. Designate a Coordinated Entry Management Entity and an Evaluation Entity. H4H is the current Management Entity. (CoC Requirement).
- f. Conduct high level evaluation of the system and make high level recommendations for continuous improvement. (CoC Requirement).
  - i. Conduct high level tracking of progress towards goals and outcomes in *Housing for a Healthy Santa Cruz and subsequent Framework revisions* and related six-month work plans, as well as progress towards other emerging priorities and activities.
  - ii. Designate an entity to manage the HUD mandated Homeless Management Information System (HMIS) and provide oversight for HMIS. The current HMIS management entity is H4H (CoC Requirement).
  - iii. Approve the methodology and publication of the results of the bi-annual Point in Time (PIT) Count. (CoC Requirement).
- g. Provide direction to staff related to high-level communications and reports to interested community members on results of investments and operations of the system and progress on Framework goals.
- h. Ensure appropriate consultation and coordination with CoC, HUD Emergency Solutions Grant (ESG), and other funding recipients when such efforts are required by HUD or other funding agencies.
- i. Provide guidance to staff on how to support local jurisdictions in their completion of HUD Consolidated Plans, Annual Plans, and Consolidated Annual Performance and Evaluation Reports (CAPER).

**Commented [RR6]:** To clarify presentations can come from a broader range of entities

**Commented [RR7]:** Clarify current management entity.

**Commented [RR8]:** Removed reference to Board making appointments to "committees." Updated charter clarifies that staff have responsibility for forming and supporting working groups to support CoC needs. If/when Board creates a group, it would be required to follow public meeting standards.

**2. Policy Board Membership**

The Policy Board consists of 15 community leaders and partners who represent different entities and constituencies with significant experience and/or resources to address issues related to homelessness and housing instability. Slots on the Board fall into 3 categories: jurisdictional representatives, CoC member representatives, and partner system representatives. At least two members of the Board must have had lived experience of homelessness at some point in their lives.

**Commented [RR9]:** Changed word to partners instead of stakeholders

**Commented [RR10]:** Broadened language to include housing instability as part of scope - focus on homelessness prevention and housing retention is part of collective work.

**Commented [RR11]:** Update language to remove reference to committees

**Commented [RR12]:** Membership mix updated to reflect direction from prior Board to have two lived experience representatives and alternates on the Board.

Partners	Number of Seats	Eligible Representatives
<b>A. Jurisdictional Representatives</b>	<b>9</b>	May be filled by elected officials, government staff, or other citizens.
City of Santa Cruz	2	
City of Watsonville	2	
City of Scotts Valley/City of Capitola (alternating appointments)	1	
County of Santa Cruz	4	
<b>B. CoC Member Representatives</b>	<b>3</b>	
Adult (25 and older) with personal lived experience of homelessness in Santa Cruz County	1	May be filled by a member of the lived expertise action working group. An alternate representative from this same group is strongly encouraged to attend all meetings.
Youth (18 – 25 years old) with personal lived experience of homelessness in Santa Cruz County	1	May be filled by a member of the lived expertise action group. An alternate representative from this same group is strongly encouraged to attend all meetings.
Housing/Services Provider in Santa Cruz County	1	May be filled by a member of the operations workgroup. An alternate representative from this same group is strongly encouraged to attend all meetings.
<b>C. Partner System Representatives</b>	<b>3</b>	May come from non-profit, for-profit, public agencies or philanthropic entities.
Health Sector	1	
Workforce/Business/Foundation Sector	1	
Education Sector	1	

**Commented [RR13]:** Section clarified to reflect prior Board decision and plan to incorporate those with lived experience and expertise into Board in 2025 with alternates and provider slot with alternate

The CoC regulations require that the CoC Board must “be representative of the relevant organizations and of projects serving homeless subpopulations; and include at least one homeless or formerly homeless individual.” Board members will complete a brief checklist noting which organizations and groups they represent. Members may represent more than one group. All Board members will receive an orientation to the work of the CoC and their responsibilities as a Board member.

**Commented [RR14]:** Included to articulate expectation of staff to provide orientation to new board members.

**3. Appointments to the Board**

HUD CoC regulations require that the process for appointing Board members will be reviewed, updated, and approved at least once every five years. Members will be appointed by an existing or to-be-created entity or body that represents that sector, as follows:

a. Jurisdictional Representatives will be appointed by the jurisdiction’s respective elected body (City Council or County Board of Supervisors). Jurisdictional representatives may be elected officials, staff of the jurisdiction, or community representatives determined by the appointing body to represent the interests and concerns of the jurisdiction. For members appointed by the County, no more than two may be elected officials. City jurisdictions may appoint up to two elected officials.

b. CoC Member Representatives will be appointed by their respective working groups as long as the groups remain active. If there are no active working groups for a given role, the CoC membership will nominate and elect a representative.

**Commented [RR15]:** Updated to reflect shift from appointed operational committees.

c. Partner System Representatives will be appointed by entities representing the work of the designated sector and will be recruited and recommended by H4H staff. The existing Policy Board will confirm sector representatives to be added to the Board. Criteria for selection of representatives will include:

- i. Organization brings funding or other policy/systems change levers to the collective effort.
- ii. Organization or individual within organization is motivated and committed to taking action to ensure all county residents have stable, safe, and healthy places to live.
- iii. Nominees represent the interests and concerns of the appointing organization and of the field of interest.

#### 4. Board Terms

Board Members will serve two-year terms. Each appointing body may determine if they will impose term limits on their representatives. If a member leaves before their two-year term is completed, their appointing body will appoint a replacement to serve out the remainder of their term.

#### 5. Board Member Responsibilities

Each member will sign a written set of commitments for serving as a Board member, including:

a. A code of conduct (CoC Requirement), including agreement to abide by HUD (Title 24 Code of Federal Regulations (CFR) part 578.5) and Policy-Board adopted conflict of interest regulations and recusal processes for the Board, its chair(s), and any person acting on behalf of the Board.

b. Standards for Board service including expectations for attendance, preparation, and other responsibilities.

c. All regular Members of the Board shall strive to attend all meetings. A Member that misses more than two meetings in a given calendar year may be removed by an action of the Board. Staff shall reach out to Members that have missed two meetings in a year to confirm they want to remain on the Board for their term and to encourage regular attendance.

**Commented [RR16]:** Including more specific attendance expectations per guidance from Board

d. A pre-designated alternate may be established for each Member. Alternates for a given Member must be appointed by the Member’s original appointing body. Alternates shall receive and remain informed about all meeting materials. Alternates may participate and vote only when the primary member has an unavoidable reason for not attending. Otherwise, alternates may participate in meetings as members of the public but not as primary members while in attendance.

**Commented [RR17]:** Provided clarifying language regarding alternates for Board members per request from Board

Board members who fail to uphold their responsibilities may be removed by an action of the Board.

## 6. Co-Chairs

The Board will elect two co-chairs. Co-chairs may represent any of the three categories of representatives but may not both be representatives from the same category type. The co-chairs are responsible for working with staff to develop meeting agendas and to chair Board meetings. Staff will assist with meeting facilitation and the presentation of agenda items. The co-chair terms will be two years. A co-chair may be appointed for a subsequent term at the discretion of the Board. The co-chair terms will be staggered so that they do not both change in the same year. To provide for staggering, one of the first two co-chair terms under this Charter will be a special one-year term; thereafter, the term will revert to two years.

**Commented [RR18]:** Changed from "Officers" to "Co-Chairs"

## 7. Meetings of the Board

- a. **Brown Act** - The Policy Board is subject to the California Brown Act and all meetings will be conducted in alignment with those requirements.
- b. **Frequency** - The Board will meet at least every other month at a regularly scheduled time. Meetings may be held with more frequency as needed.
- c. **Decision-Making** - Board decisions and actions should strive to achieve consensus. However, in cases where consensus cannot be reached, the decision will be subject to a simple majority vote. Votes will be taken and recorded at Board meetings for decision/action items.
- d. **Quorums** - The Board must have a quorum to take any action. A quorum is defined as 8 or more members.
- e. **Meeting Notification** - A meeting notice and agenda shall be publicly posted at least 72 hours prior to each Board meeting.
- f. **Public Comment and Standing Agenda Items** - Each Board meeting shall include opportunities for public comment, in accordance with the Brown Act.

**Commented [RR19]:** Slight update to prior language to allow for more updates to frequency of meetings if needed

**Commented [RR20]:** Clarifying language regarding goal of consensus and votes for action items

**Commented [RR21]:** Re-written to clarify quorum is 8 members

**Commented [RR22]:** Removed reference to specific agenda structure that referenced reports from committees

**Commented [RR23]:** This section was updated to describe current staff created and managed work groups

## ARTICLE 4: WORKING GROUPS

### 1. Authority

CoC staff members may create Working Groups to generate recommendations, provide input and guidance on key operational issues, identify and address resource needs, enhance community collaborations, support training and educational efforts, and to generate ideas and recommendations for policy changes and improvements.

Working groups do not have the authority to approve formal CoC policy changes or funding decisions. The number and type of Working Groups will evolve over time to meet changing local needs. Several Working Groups are expected to continue over time given the nature of the work within the CoC. These groups include: (1) CoC Operations Workgroup; (2) Lived Expertise Action Group; (3) Youth Lived Expertise Action Group; (4) HMIS User Workgroup; (5) Coordinated Entry Connectors Workgroup.

**Commented [RR24]:** Cross-Jurisdictional Finance Working Group removed from list of groups since not currently taking place. Housing and Capital working group removed from list not currently taking place.

**Commented [RR25R24]:** Added HMIS user and coordinated entry workgroups.

## 2. Operations Workgroup

### a. Responsibilities

The Operations Workgroup meets to address Housing for Health system operational issues and to draft new or updated policies and procedures for consideration by the Policy Board. At a minimum, this group should include recipients of federal CoC and ESG funding since CoC policies and procedures directly impact these grant recipients.

#### *System Policies and Standards*

- i. Develop and update DRAFT operational standards, policies, and high-level procedures for components of the system, including how people access and are prioritized for each component (CoC Requirement):
  - a. Prevention
  - b. Coordinated Entry and Housing Problem Solving
  - c. Outreach
  - d. Temporary shelter and transitional housing
  - e. Rapid rehousing and other time-limited subsidy program models (standards to include policies for determining what percentage or amount of rent each program participant must pay)
  - f. Permanent supportive housing and other housing dedicated for people experiencing homelessness
  - g. Supportive services dedicated to people experiencing homelessness

Standards must include required system policies such as those required under the Violence Against Women Act (VAWA). (CoC Requirement)

- ii. Oversight and evaluation of the HUD mandated Coordinated Entry System (CES). (CoC Requirement)
- iii. Establish a mechanism for client and community feedback and complaints to be handled at the system level and used to make system level improvements, when appropriate.

#### *Data and Performance Measurement*

- i. Building from HUD's required System Performance measures, establish performance measures and targets for the system and its component parts, as listed above. Proposed targets to be brought to Policy Board for approval.
- ii. Evaluate the housing crisis response system and develop continuous strategies for improvement; implement Results-Based Accountability (RBA) across the system.
- iii. Develop and manage systems for collecting and managing data needed to track performance and evaluate the system, including:
  - a. Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS. (CoC Requirement)
  - b. Conduct the HUD required Point in Time Count (PIT), not less than every other year and

Santa Cruz County Housing for Health Partnership Governance Charter | V2. Adopted DATE> |

**Commented [RR26]:** Updated to remove references to formal appointments to this group and to allow for flexibility of involvement. Role description did not change.

- with a goal of moving to annual. (CoC Requirement)
- c. Conduct a regularly updated inventory of the system and map of the resources available to respond to homelessness, including maintaining and updating the HUD required Housing Inventory Count (HIC) (CoC Requirement)
- d. Quantify system gaps and needs on a regular basis (CoC Requirement)
- e. Produce regular reports to funders (including HUD), local leadership, community members and other stakeholders as needed to understand and assess the performance of the system. (CoC Requirement)
- f. Coordinate with local jurisdictions to identify the information they need and facilitate needed data collection and sharing between organizations.
- g. Maximize data transparency between County, cities, service providers and the public.
- h. Ensure compliance with HUD HMIS requirements.
- i. Ensure consistent and active participation of agencies in HMIS including required and desired participating agencies.

**b. Participants**

The Operations Workgroup should have appropriate representation of key CoC housing and service providers. The size of the group may vary over time but should not be too large to preclude inclusive discussions and collaborative decision-making. Participants in the group should make commitments to remain active in the group for a period of at least two years and must represent a cross-section of expertise in program types and subpopulations as well as geographic diversity. Participants must represent the relevant organizations and projects serving homeless populations, such as persons with substance use disorders, persons with HIV/AIDS, veterans, persons who are chronically homeless, families with children, unaccompanied youth, persons with serious mental illness, and survivors of domestic violence, dating violence, sexual assault, and stalking.

Participants in the group will be recruited by CoC staff members to ensure active involvement among key housing and service provider organizational members of the CoC. Organizations that receive HUD CoC and ESG funding and agencies that use the Homeless Management Information System (HMIS) will be strongly encouraged to participate. Individuals from the CoC lived expertise working groups will be strongly encouraged to participate as well. CoC staff shall work to create a group with diverse perspectives, roles, and experiences according to the representation parameters described above.

The Operations Working Group shall nominate one participant and an alternate to serve on the CoC Policy Board.

**c. Meetings**

The Operations Workgroup shall meet at least every other month at a regularly scheduled time.



**3. Lived Expertise Action Group (Group Name TBD)**

**a. Responsibilities**

The Lived Expertise Action Group will provide advisory and decision-making support to the Policy Board and Operations Workgroup on system operations, data, evaluation, and any other topic relevant to improvement of the community’s efforts to ensure stable, safe, and healthy places to live for all County residents.

**b. Membership**

The Lived Expertise Action Group will consist of a minimum of 5 members who are either currently experiencing homelessness or who have experienced homelessness in Santa Cruz County that have a diverse range of personal experiences and expertise to contribute to the group. The Group is staffed by H4H staff and consultants who will identify members through community outreach.

**c. Meetings**

Meetings will be coordinated by H4H staff and will be held at accessible and equitable locations. Meeting frequency will be at the discretion of the Group but will occur at least six times per year.

**4. Youth Lived Expertise Action Group (Group Name TBD)**

**a. Responsibilities**

The Youth Lived Expertise Action Group will provide advisory and decision-making support to the Policy Board and Operations Workgroup on system operations, data, evaluation for all elements of the system that impact transition age youth, and for those components funded by the HUD Youth Homelessness Demonstration Program (YHDP). [\(CoC Requirement\)](#)

**b. Membership**

The Youth Lived Expertise Action Board (Y-LEAB) will consist of a minimum of 5 members who are either currently experiencing homelessness or who have experienced homelessness that that have a diverse range of personal experiences and expertise to contribute to the group. Y-LEAB members must be between the ages of 18 and 25 years old. The Y-LEAB is staffed by H4H staff who will identify members through community outreach.

**c. Meetings**

Meetings will be coordinated by H4H staff and will be held at accessible and equitable locations. Meeting frequency will be at the discretion of the LEAB but will occur at least twelve times per year.

**5. HMIS Workgroup also known as “HMIS Office Hours”**

**a. Responsibilities**

The HMIS Workgroup provides recommendations and advice to CoC Staff and the HMIS community administration team related to HMIS policies, procedures, training, and quality improvement efforts. The Workgroup also provides an opportunity for staff to provide updates, feedback, and brief trainings for

**Commented [RR27]:** Updated to reflect smaller sized groups than prior goal of 8-13 for each of the lived expertise groups.

**Commented [RR28]:** New group added.

HMIS users and HMIS agency leads.

**b. Membership**

The HMIS Workgroup includes CoC staff involved with administering HMIS, staff from the HMIS software vendor team, HMIS leads from HMIS-participating agencies, and any interested HMIS users. HMIS leads from HMIS-participating agencies are required to attend these meetings.

**c. Meetings**

The HMIS Workgroup meets monthly virtually.

**6. Coordinated Entry Connectors Workgroup**

**Commented [RR29]:** New group added.

**a. Responsibilities**

The Coordinated Entry Connectors Workgroup meets to receive regular updates and information on the CoC's coordinated entry system. The meeting provides an opportunity for networking among CoC staff members and Connectors. Participants have an opportunity to provide advice and support to others in similar roles and to offer input to CoC staff members on opportunities for improving Coordinated Entry within the CoC.

**b. Membership**

The Coordinated Entry Connectors Workgroup includes CoC staff involved with managing Coordinated Entry and designated Housing for Health Coordinated Entry Connectors within the CoC.

**c. Meetings**

The Coordinated Entry Connectors Workgroup meets quarterly with smaller breakout groups by regions and subpopulations meeting more frequently.

**ARTICLE 5: GENERAL MEMBERSHIP**

The full membership of the Partnership is open to any interested individual who wishes to join with a personal commitment to contribute to the goal of ensure stable, safe, and healthy places to live for all county residents. Members join by submitting their name and contact information to H4H staff and completing a membership participation agreement. The Partnership must issue a public invitation for new members at least once per year.

HUD regulations require that the CoC general membership is representative of a broad range of organizations, including: *“nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.”* Members will complete a brief questionnaire asking them to indicate which stakeholder groups they represent. A single member may represent multiple groups.

Members are encouraged to participate in events, trainings, special and ongoing meetings, working groups, and to attend general membership meetings.

**Commented [RR30]:** Removed reference to removing people from general membership for missing meetings

Responsibilities of the General Membership include, but are not limited to:

- Identifying volunteers to support the annual Point in Time Count and other data gathering efforts
- **Completing feedback survey(s) on efforts of the Housing for Health Partnership**
- Supporting community education and outreach efforts
- Voting or providing feedback on items as requested by H4H staff, working groups, or the Policy Board

**Commented [RR31]:** More general language to allow for more than one survey per year to members

The full membership holds bi-annual meetings, with published agendas. (CoC Requirement)

#### ARTICLE 6: PARTNERSHIP STAFFING

The County of Santa Cruz Human Services Department (HSD) Housing for Health (H4H) Division will staff the Partnership. Staffing responsibilities include, but are not limited to:

- Implementation of the overall vision and direction set forth in the Strategic Framework, with oversight from the Policy Board, through:
  - Developing and presenting six-month work plans for approval by the Policy Board
  - Managing funding processes (developing recommendations, applying for funds, managing grants, issuing RFPs, managing contracts)
  - Setting performance measures and tracking progress
  - Gathering and analyzing data
  - Conducting ongoing housing crisis system and program evaluation and planning
  - Developing policies and standards for programs and components that are part of the housing services system.
- Identifying and inviting participation from Partner System Representatives
- Staffing the meetings of the Policy Board, Working Groups, and General Membership meetings, including developing agendas, drafting, and presenting staff reports and other materials, taking and publishing meeting notes, and meeting logistics (scheduling, room reservations, meeting announcements, etc.)
- Providing training and technical assistance to any members who may need support to participate.
- Providing compensation and other support to members per guidance from the Policy Board
- Coordinating and aligning the work of County and city staff working on expanding housing opportunities and reducing homelessness.
- Supporting training and capacity building throughout the system.
- Maintaining an information clearinghouse on issues related to housing and homelessness in Santa Cruz County.
- Reporting and communication with the public.
- Responding to input and concerns from the public, including people with lived experience of homelessness.

#### ARTICLE 7: CHARTER AMENDMENTS

On an annual basis, the Policy Board in conjunction with the HMIS lead, CoC collaborative applicant, and other stakeholders, shall review and update this Charter as needed.

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## Action Item 3: Provide Direction to Staff RE: Updated CA Emergency Solutions Grant (ESG) Funding Process

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(Action required) – Robert Ratner; Tony Gardner, CoC Consultant

### Recommendations

Staff recommend that-

- 1) The Policy Board recommend supporting one project for the full available dollars or two projects with the total dollars available for each project at 50% of the total available dollars for the County.
- 2) The funding applicant receive funds directly from the state rather than the County acting as an intermediary.
- 3) The selection process utilizes a selection process like prior years that is updated to remain consistent with state priorities, goals, requirements, and timelines.
- 4) Staff convene a group of 3-5 non-conflicted CoC members to participate in the application review and ranking process and that at least one member of the review panel comes from the lived expertise working groups.
- 5) Evaluation criteria should align with state priorities, goals, and requirements associated with the funding and support projects with a history of demonstrated positive outcomes for the target population and the capacity to comply with HUD CoC and ESG regulations.
- 6) Evaluation criteria should rank projects higher for documenting matching resources beyond the minimum requirements and that maximize the use of ESG funding for direct rental assistance payments.
- 7) If feasible within the required state application submission timeline, staff will present selected awardee(s) for approval at the February 26, 2025, Policy Board meeting. If the state timeline necessitates awardee(s) selection prior to the next Policy Board meeting, staff will proceed with the selection based on review panel recommendations and inform the Board of the selection(s) at the next meeting.

### Background

#### ***State CA ESG Program Summary of New Program Guidelines and Anticipated 2024 ESG NOFA***

#### Introduction

Each year, the California Department of Housing and Community Development (HCD) manages roughly **\$12 million** in HUD Emergency Solutions Grant (ESG) funds on behalf of counties and cities that contain ESG non-entitlement areas. The HCD has proposed **new ESG program guidelines** aimed at streamlining the funding process and making significant program changes described below. Also, the **2024 ESG Notices of Funding Available (NOFA)** is expected late December.

## How ESG Used to Work

In recent years, HCD has allocated ESG funds through an annual process, including separate competitive, noncompetitive, and Continuum of Care (CoC) NOFAs and Allocations, as follows:

1. A **CoC NOFA** (roughly \$6 million) open to 18 larger CoCs that administer the funds locally.
2. A **Balance of State (BoS) NOFA** (roughly \$6 million) open to services providers that contract directly with HCD in 22 smaller CoCs as follows:
  - a. \$3 million in **competitive funds** for all eligible project types for up to two providers per CoC.
  - b. \$3 million in **non-competitive funds** for **RRH only** open to providers recommended by the CoC.

## Changes to Method of Funding Distribution

- The separate BoS competitive, noncompetitive, and CoC NOFAs/Allocations are being replaced with a **single formula-based allocation** process open to all 40 CoCs.
- In 2024, each CoC's allocation, or share of the \$12 million, will be determined through a formula that considers: (1) the number of **extremely low-income renters** who pay more than 50% of income for rent, and (2) the number of **persons below the federal poverty line** (double weighted).
- In 2027, **performance measure** (such as exits to permanent housing) will be added to allocation formula.
- **\$290,000** is the estimated 2024 allocation for the Santa Cruz County CoC.

## Changes to Timeline and Contracts

- HCD is moving from an annual cycle to a **three-year NOFA cycle** with only one NOFA, one standard agreement and one application every *three years*. Future NOFAs will take place in **2024, 2027, 2030, etc.**
- Standard agreements will be **multi-year contracts** with a **not-to-exceed (NTE) three-year estimated amount** (e.g., if the annual grant is \$100,000, the not-to-exceed three-year amount will be \$300,000).
- For the years when a NOFA is not issued (e.g., 2025 and 2026), new annual funding will be added simply by an **amendment** to the standard agreement.
- Agencies will have roughly **21 months to expend** each annual amount. Thus, while the NOFA will be on a three-year cycle, the multi-year standard contract period of performance may extend to five contract years.

## Eligible Applicants and Approaches to Funding

- **Nonprofits** or units of **local government** that provide or contract with nonprofits to provide eligible activities.

- CoCs may choose from the following approaches to funding:
  - a. **CoC government lead applies directly** for the funds and manage its own subrecipient(s), or
  - b. **Select up to two eligible applicants** to directly apply to HCD.

#### Eligible Program Activities in 2024

- **Street Outreach**
- **Emergency Shelter:** No Renovation or Major Rehab, but Essential Services and Operations allowed.
- **Rapid Rehousing (RRH):** % of each contractor’s budget must be RRH (% to be announced in NOFA)
- **Homelessness Prevention:** No more than 10% of a contract budget and no standalone Prevention projects
- **Homeless Management Information System (HMIS).**

#### Anticipated 2024 ESG NOFA Timeline

- **December 10, 2024** – Final ESG Program Guidelines Released
- **December 31, 2024** – Release of 2024 ESG NOFA
- **February 1, 2024** – Application portal opens
- **April 1, 2025** – Applications due in eCivis portal
- **June 2025** – Awards announced by HCD.

*Note: Additional local process deadlines will be needed in line with the HCD timeline*

#### Role of the CoC

- Coordinate and **partner** with HCD.
- Set local **funding priorities**.
- Set reasonable **performance measures** by project type.
- Determine and carry out an **application approach** and a **local project selection process** every three years to choose nonprofit subrecipient(s) or direct eligible applicants that is fair, equitable, open, avoids conflicts, and incorporates reasonable performance standards.
- Work with funded applicants or subrecipients to develop program type (e.g., RRH) **policies and procedures** that must be approved by HCD prior to funding disbursement.
- **Monitor** any nonprofit subrecipients at least once in the contract period.

#### Additional Key Provisions

- **Penalty** for contractors that do not expend 100% of their grant award by the deadline: the contractor will be banned for two annual funding cycles.
- **100% match** requirement per contractor (same as now).
- Allows for **special disaster** or **emergency supplemental** NOFAs.
- **Housing First** practices are required for all projects.

- New **formula amounts**, the required **RRH percentage**, eligible project activities, application evaluation criteria, etc. will be announced through the Consolidated Annual Action Plan and/or three-year ESG NOFA.
- **Applicant Board Resolutions** must use the HCD format or risk rejection.

#### Anticipated Impacts on the Santa Cruz County CoC and Projects

- Annual **funding** to become **more certain** with move away from competitive BoS NOFA toward annual allocation.
- Expect **increased funding**, both annually in the long-term – estimated \$290,000 per year (formula changes will likely change the amount), or \$870,000 over the 3-year NOFA funding period, or \$2.9 million over 10 years.
- **No more than two local projects** will be selected per NOFA.
- **No longer** will be an HCD-required non-competitive **RRH set aside**.
- The local ESG funding process and applications will occur **only once every three years**.
- **CoC and H4H Division roles may increase** depending upon the funding approach.

*Summary prepared by Tony Gardner Consulting – tonygardnerconsulting@yahoo.com*

#### **Suggested Motion**

*Areas to include in motion:*

- 1) CoC (County) as grant recipient intermediary or direct to provider.
- 2) One or two projects to support and dollars amounts available.
- 3) Project type(s) to support.
- 4) Target population(s) to support.
- 5) Local application and selection process and timeline.
- 6) Application evaluation criteria to consider in review of applications.

#### **Attachments**

Santa Cruz County ESG Funding History (2017-2023)

Santa Cruz County ESG Funding History: 2017 - 2023						
ESG Year	Applicant	Project Name	Project Type	Population Targetting	Total Proposed	Total Awarded
2017	Housing Matters	Rapid Rehousing 1	RRH competitive	None	\$ 200,000.00	\$ 200,000.00
2017	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 200,000.00	\$ 200,000.00
2017	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 136,004.00	\$ 136,004.00
2017	FIT	Home to Stay RRH	RRH noncompetitive	Families	\$ 136,004.00	\$ 136,004.00
				<b>Totals</b>	<b>\$ 672,008.00</b>	<b>\$ 672,008.00</b>
2018	Housing Matters	Rapid Rehousing 1	RRH competitive	None	\$ 181,818.00	\$ -
2018	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 197,200.00	\$ 92,448.00
2018	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 79,771.00	\$ 79,771.00
2018	FIT	Home to Stay RRH	RRH noncompetitive	Families	\$ 79,770.00	\$ 79,770.00
				<b>Totals</b>	<b>\$ 538,559.00</b>	<b>\$ 251,989.00</b>
2019	Housing Matters	Rapid Rehousing 1	RRH competitive	None	\$ 181,818.00	\$ -
2019	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 197,200.00	\$ -
2019	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 78,852.00	\$ 78,852.00
2019	FIT	Home to Stay RRH	RRH noncompetitive	Families	\$ 78,852.00	\$ 78,852.00
				<b>Totals</b>	<b>\$ 536,722.00</b>	<b>\$ 157,704.00</b>
2020	Housing Matters	Rapid Rehousing 1	RRH competitive	None	\$ 181,818.00	\$ -
2020	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 197,200.00	\$ -
2020	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 73,447.00	\$ 73,447.00
2020	FIT	Home to Stay RRH	RRH noncompetitive	Families	\$ 73,447.00	\$ 73,447.00
				<b>Totals</b>	<b>\$ 525,912.00</b>	<b>\$ 146,894.00</b>
2021	Housing Matters	Rapid Rehousing 1	RRH competitive	None	\$ 181,500.00	\$ 158,216.00
2021	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 197,550.00	\$ -
2021	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 81,276.00	\$ 81,276.00
2021	FIT	Home to Stay RRH	RRH noncompetitive	Families	\$ 81,276.00	\$ 81,276.00
				<b>Totals</b>	<b>\$ 541,602.00</b>	<b>\$ 320,768.00</b>
2022	Housing Matters	Rapid Rehousing 1	RRH competitive	None	\$ 200,000.00	\$ -
2022	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 200,000.00	\$ -
2022	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 75,933.00	\$ 75,933.00
2022	FIT	Home to Stay RRH	RRH noncompetitive	Families	\$ 75,934.00	\$ 75,934.00
				<b>Totals</b>	<b>\$ 551,867.00</b>	<b>\$ 151,867.00</b>
2023	AFC	Faith Shelter	ES competitive	None	\$ 181,500.00	\$ 181,500.00
2023	Housing Matters	Rebele Family Shelter	ES competitive	Families	\$ 200,000.00	\$ 200,000.00
2023	Housing Matters	Rapid Rehousing 2	RRH noncompetitive	None	\$ 145,001.00	\$ 145,001.00
				<b>Totals</b>	<b>\$ 526,501.00</b>	<b>\$ 526,501.00</b>
				<b>Overall Totals</b>	<b>\$ 3,893,171.00</b>	<b>\$ 2,227,731.00</b>



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## Lived Expertise Workgroup Updates

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### 4. Update on Status and Participation in Policy Board and other CoC Groups and Activities.

Staff, consultants, and members of the Lived Expertise Action Workgroups will present on the status of the groups, designated liaisons to CoC activities, and current plans for receiving requests for input and involvement in CoC-related activities.

### 5. National Coalition for the Homeless Conference Update.

Staff and members of the local Lived Expertise Action Workgroups participated in the [National Coalition for the Homeless Lived Experience Leadership Conference](#) in San Jose, CA between November 11-13, 2024. Participants will share their experiences and take aways from the conference at the Policy Board meeting.

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## Information Items

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### 6. HUD YHDP-CoC Notice of Funding Opportunity (NOFO) and CoC Builds Application Submission Update

The full YHDP-CoC funding application was submitted on-time and included the project ratings approved by the CoC Policy Board. Award announcements are expected in the first quarter of 2025. H4H staff and consultants worked with the Vets Village project sponsors to prepare a \$5 million CoC Builds application for the project. The application was submitted on time and award announcements are expected in the summer of 2025.

### 7. 2025 Point-in-Time (PIT) Count – January 30, 2025, Update

Housing for Health Partnership staff are working with Applied Survey Research (ASR) and community volunteers to prepare for the annual countywide PIT count of people experiencing homelessness. The count requires over 100 volunteers to implement. It includes an early morning countywide mobilization of volunteers and paid guides to visually survey all census tracts in the county to estimate the number of unsheltered people in each tract. It includes a detailed survey of a sample of individuals experiencing homelessness throughout the County. It utilizes data from the Homeless Management Information System (HMIS). All these data points are utilized to develop an estimate of the number of people experiencing homelessness in the County on a single night. Prior PIT count reports and information about the upcoming PIT count can be found here: [Point-in-Time \(PIT\) Counts](#). **More volunteers are needed!! Please help with recruitment. Volunteer Registration [Link](#).**

### 8. 2025 Policy Board Calendar

2025 Policy Board meetings will take place on the following dates: February 26, April 16, June 18, August 20, October 15, and December 17. All meetings will start at 3 pm. H4H staff are

currently working to secure a location for the meetings with greater parking availability than the 2024 meeting site. Calendar hold invitations will go out electronically in the next couple of weeks to current Board members and staff.

### **9. 2025 Homeless Memorial**

The Homeless Persons Health Project, Housing Matters, faith leaders, and the Housing for Health Partnership are working together to support the 2025 Homeless Memorial. The Memorial provides community members with a chance to reflect on and honor the lives of people who experienced homelessness and passed away in the last calendar year. This is a national event held on or about the longest night of the year, the winter solstice. This year marks the 25<sup>th</sup> year for the remembrance gathering in Santa Cruz County. All are welcome to attend. The event will take place on Friday, December 20<sup>th</sup> at 10 am at the Portuguese Hall of Santa Cruz, 216 Evergreen St., Santa Cruz. An event flyer is included in the Board packet. Please share information about this event with others.



# Homeless Memorial

**Friday, December 20, 2024 at 10am**

**Portuguese Hall of Santa Cruz  
216 Evergreen St, Santa Cruz**

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On or about the longest night of the year – the Winter Solstice – communities across the country gather to remember neighbors who have died unhoused in the past year. This year marks the 25th year for the remembrance gathering in Santa Cruz County.

**All are welcome.**

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**For more information, please contact:  
Joey Crottogini at Homeless Persons Health Project (HHP) (831) 454-2080  
Tom Stagg at Housing Matters (831) 458-6020**

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## Report/Discussion Items

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### 10. Policy Board Co-Chair Interest and Nominees

Suzi Merriam from the City of Watsonville was one of the Co-Chairs for the Policy Board in 2024. Tom Stagg from Housing Matters is the other Co-Chair. Co-Chairs help with planning and facilitation of Board meetings. Suzi Merriam is no longer on the Board and the CoC Governance Charter calls for two Co-Chairs. H4H staff are looking for a current or future Board Member interested in serving a two-year term as a Co-Chair. Tom is scheduled to serve one more year in his role.

### 11. Housing and Capital Facility Development and Funding Collaboration Discussion

Housing for Health Division staff believe there are opportunities for increasing and expediting housing and capital facility development in the County by increasing coordination among project developers, local government entities/public funders, private foundations/donors, and other partners. An example of this coordination is the Central California Alliance for Health committing funding to supportive housing developments throughout the County. H4H staff are seeking suggestions from Board Members on how to cultivate increased collaboration and expansion of resources to support projects.

As an opportunity example, the Board packet includes a list of affordable housing development projects that submitted funding proposals to the California Housing and Community Development Community Development Block Grant – Disaster Relief (CDBG-DR) funding opportunity. Award announcements for this funding opportunity are expected in February 2025.

CDBG-DR allocated \$41 million for Santa Cruz County projects. Seven distinct projects submitted applications with a total funding request of \$87.4M, more than twice the available dollars. Each of the proposed projects would expand affordable housing resources in the County.

#### *Discussion Questions:*

- What information stands out in the CDBG-DR data on project proposals?
- What feelings and reactions come up looking at the data?
- What historical examples of collaborations to support housing/capital projects have Board members participated in?
- How can partners collaborate more in the County to support these types of projects?
- What specific actions steps should Housing for Health Partnership staff and members take to improve collaborative efforts to support housing and capital facility projects?

Santa Cruz County CDBG-DR Affordable Housing Development Applications Submitted - 2024

Project Name	Project City	Sponsor/Applicant #1 Name	Total Development Cost	DR-MHP Funding Request	Tax Credits 4%/9%	Total DR-MHP Restricted Units	Total Project Units	Universal Scoring Criteria Self-Score	Estimated Cost per Total Project Units
150 Felker Street	Santa Cruz	Linc Housing Corporation	\$41,950,629	\$10,216,054	9%	43	44	107	\$953,423.39
525 Water Street	Santa Cruz	Kingdom Development, Inc.	\$97,605,247	\$26,780,431	4%	89	90	112	\$1,084,502.74
Beverly Gardens	Scotts Valley	Pacific Southwest Community Development Corporation	\$21,894,304	\$7,000,000	4%	24	25	112	\$875,772.16
Capitola Manor	Capitola	MidPen Housing Corporation	\$47,053,631	\$14,218,537	9%	51	52	110	\$904,877.52
Santa Cruz Veterans Village	Ben Lomond	Santa Cruz Highway 9 LP	\$19,814,899	\$2,340,550	9%	20	21	100	\$943,566.62
Watsonville Metro	Watsonville	MidPen Housing Corporation	\$61,722,565	\$16,813,980	4%	60	61	100	\$1,011,845.33
Westside Village	Santa Cruz	Pacific Southwest Community Development Corporation	\$30,323,304	\$10,000,000	4%	33	38	112	\$797,981.68
<b>Totals</b>			<b>\$320,364,579</b>	<b>\$87,369,552</b>		<b>320</b>	<b>331</b>		<b>\$967,868.82</b>

Note: \$41,086,865 available specifically for Santa Cruz County