Six-Month Work Plan Update
January – June 2021
A Strategic Framework for Addressing Homelessness in Santa Cruz County
Presentation Overview

Context: How We Got Here

Strategic Framework and Progress on Goals

First Six-Month Work Plan

Board Policy & Program Updates

Next Six-Month Work Plan

Questions and Discussion

“Great things are not done by impulse, but by a series of small things brought together.”
— Vincent Van Gogh
Context: How We Got Here

November 2020:
Board receives DRAFT Strategic Framework

December 2020:
Survey and community feedback on DRAFT Framework

March 2021:
Board adopts Framework

April – June 2021:
Four cities approve Framework
Strategic Framework: Goals

- **50% decrease** in unsheltered homelessness
- **25% decrease** in overall homelessness

<table>
<thead>
<tr>
<th>Year</th>
<th>Sheltered Households</th>
<th>Unsheltered Households</th>
<th>Total Homeless Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>307</td>
<td>1,098</td>
<td>1,405</td>
</tr>
<tr>
<td>2024</td>
<td>485</td>
<td>549</td>
<td>1,034</td>
</tr>
</tbody>
</table>
### Strategic Framework: Getting There

#### 8-Year Housing Goal Targets (RHNA)
End Date: 12/31/2023

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Very Low Income % Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitola</td>
<td>0 of 34 (0%)</td>
</tr>
<tr>
<td>Santa Cruz</td>
<td>12 of 180 (6.7%)</td>
</tr>
<tr>
<td>Santa Cruz County</td>
<td>43 of 317 (14%)</td>
</tr>
<tr>
<td>Scotts Valley</td>
<td>0 of 34 (0%)</td>
</tr>
<tr>
<td>Watsonville</td>
<td>21 of 169 (12%)</td>
</tr>
</tbody>
</table>

76 of 734 units (10%)

*Very Low Income* for a family of four is $39,700-$66,200/year
Strategic Framework: Getting There

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

Temporary Housing Beds
- **PRESENT**: 440 beds
- **2024**: 600 beds

Rapid Rehousing Slots
- **PRESENT**: 140 slots
- **2024**: 490 slots

Permanent Supportive Housing Slots
- **PRESENT**: 500 slots
- **2024**: 600 slots
System Housing Capacity

Relative Housing Capacity (from HUD Inventory Chart 2021)

**KEY**
- **Youth**: 18-24 y/o
- **DV**: Domestic Violence
- **Family**: Adults + Children
- **SPD**: Seniors and Persons with Disabilities
- **Vets**: Veterans
- **Working**: Working-Age Adults – 25-64 y/o

Bed Capacity

Population Group:
- Youth
- DV
- Family
- SPD
- Vets
- Working

Types of Housing:
- Permanent - Building
- Permanent - Voucher
- Temporary
- Temporary - COVID
Progress on Goals - Overall

<table>
<thead>
<tr>
<th></th>
<th>Jan. 2024 PIT Goal</th>
<th>Jan. 2019 PIT Count</th>
<th>April 2021 (Full Month) HMIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheltered</td>
<td>485</td>
<td>307</td>
<td>1,784</td>
</tr>
<tr>
<td>Unsheltered</td>
<td>549</td>
<td>1,098</td>
<td>723</td>
</tr>
<tr>
<td>Total</td>
<td>1,034</td>
<td>1,405</td>
<td>2,507</td>
</tr>
</tbody>
</table>

# enrolled in an HMIS housing program
First Six-Month Work Plan

42 of 43 milestones partially or fully completed

Significant Accomplishments:

• Homeless Action Partnership (HAP) new governance charter for 2022
• Homeless Management Information System (HMIS) management transfer and data dashboards
• Launched “Rehousing Wave” for COVID-19 shelter guests
• Partnership Agreements with the Housing Authority of the County of Santa Cruz
Board Policy Goal (2/2/2021):
No Unsheltered Families with Children by 2022

- HMIS (2019-2021):
  280-330 families/month and 30-70 unsheltered
- 5 to 20 families/month exit to permanent housing (PH)

To ensure all sheltered by 2022, 30-70 new shelter slots or faster/more exits to PH

- Creating new shelter capacity requires land/property, shelter units, operator and one-time setup resources ($6M - $42M one-time depending on many variables)
- $80-$100/day/unit to cover operating costs = $876,000 - $2,555,000/year
Board Policy Goal (3/9/2021):
120 Emergency Housing Units - Unincorporated

- Parcels and properties available
- Land use plan and approval, operator, and resources needed for implementation

Estimated One-time Setup Costs
- Setup costs highly dependent on proposed use
- Safe parking one-time estimate $120,000
- Low-barrier, non-congregate, hotel-like setting up to $72M

Estimated Annual Operating Costs
$1.7 - $4.3M/year
Board Program Update:
Smart Path (Coordinated Entry)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Outcome Goal</th>
<th>Actual FY 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Smart Path Assessments</td>
<td>800</td>
<td>938</td>
</tr>
<tr>
<td>Housing Program Referrals</td>
<td>360</td>
<td>327</td>
</tr>
<tr>
<td>Referrals leading to Transitional Housing</td>
<td>60</td>
<td>10</td>
</tr>
<tr>
<td>Referrals leading to Permanent Housing</td>
<td>70</td>
<td>84</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 20/21</th>
<th>Number of Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of days between completed assessment and housing referral</td>
<td>168</td>
</tr>
<tr>
<td>Average number of days from receiving a housing referral to moving into a permanent housing unit</td>
<td>278</td>
</tr>
</tbody>
</table>

Smart Path – Coordinated Entry Redesign – Part of Next Six-Month Plan
- Housing Problem Solving and Assessment for Action
- Inventory-Based Prioritization and Matching
- Population Based Working Groups
- Alignment and Partnership with Other Systems
Board Program Update: Housing Problem Solving/Homeward Bound

In FY 2020-2021

- $50,000 budget
- 36 households (60 people) served
- 6 households moved to permanent housing outside of Santa Cruz County

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Amount Spent</th>
<th># of Households Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security deposits</td>
<td>$26,485</td>
<td>25</td>
</tr>
<tr>
<td>First month of rent</td>
<td>$18,411</td>
<td>22</td>
</tr>
<tr>
<td>Move-in expenses: furniture, supplies, etc.</td>
<td>$3,279</td>
<td>3</td>
</tr>
<tr>
<td>Out of County Transportation</td>
<td>$791</td>
<td>4</td>
</tr>
<tr>
<td>Food Assistance</td>
<td>$354</td>
<td>2</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$49,320</strong></td>
<td><strong>36</strong></td>
</tr>
</tbody>
</table>
Board Program Update:
Rehousing Wave and COVID-19 Sheltering

COVID-19 Shelter Expansion
- 1x Fed/State Funds = +370 shelter units
- FEMA $$ end Sept. 30, 2021
- Programs ending July – Dec.’21
- 269 households (304 people) remain

Rehousing Wave
- 3 teams now serving 140, with 15 housed
- 330+ vouchers/subsidies
- Real estate partnership program
- Flexible rehousing $$
- Biggest Challenge = Finding Housing in Private Market
Six-Month Plan (July – December 2021)

- Prevent homelessness: “Housing Is Key”
- Secure federal/state $$$ to secure housing with needed supports
- Maximize exits to permanent housing from COVID and other shelter programs
- Implement one or more multi-disciplinary street outreach teams
- Using data to improve performance and increase partnerships
- Smart Path/Coordinated Entry redesign planning
- Prepare to implement new governance structure in 2022
- Continued focus on Family and Veteran “Getting to Zero”
Questions & Discussion

I don’t think homelessness can be solved. I know homelessness can be solved. This is our cause. This is our calling. Let us rise to the challenge and make California stand as an exemplar of what true courage and compassion can achieve. Let’s go to work.

- Governor Gavin Newsom
State of the State Address, February 2020