



**Housing for Health Partnership Policy Board
Regular Meeting Agenda
Virtual/Teleconference**

Zoom Link: <https://us06web.zoom.us/j/81273329565>
TELEPHONE: +1 669 900 6833 WEBINAR ID: 812 7332 9565

August 17, 2022; 4 pm – no later than 7 pm

INTRODUCTORY ITEMS

1. Call to Order/Roll Call
2. Additions and Deletions to the Agenda
3. Approval of Minutes (Page 3)
4. Announcements/Information Sharing
 - a. Final 2022 PIT Count report – waiting for review of 3rd draft, staff goal to release by end of August 2022.
 - b. Housing Matters received FY21 ESG funding award of \$158,216 for rapid rehousing award due to another applicant not accepting an award.
 - c. HMIS and Coordinated Entry Policies and Procedures – staff and committee work continues on policy and procedure updates, not ready for Board review and consideration.
 - d. Housing for Health Vendor Pool Request for Qualifications (RFQ) released with applications due August 26, 2022: [Solicitations \(santa-cruz.ca.us\)](https://www.santa-cruz.ca.us/solicitations)
 - e. Shelter and Supportive/Transitional Housing Predevelopment Work Request for Proposals (RFP) released by City of Santa Cruz with applications due: August 19, 2022: [Shelter and Supportive / Transitional Housing Predevelopment Work | Bidding Information | City of Santa Cruz](#)
 - f. Other Announcements from Board Members.
5. Public Comment



ACTION ITEMS

6. Ratify the submission of four California Emergency Solutions Grant (ESG) applications as authorized by electronic vote among Policy Board members prior to the application submission deadline of April 17, 2022.
 - a Final 2022 ESG Project Information and Staff Recommendations (Page 6)
 - b Housing for Health Partnership Policy Board – Virtual Vote Needed (Page 19)

7. Establish and authorize a HUD CoC Notice of Funding Opportunity (NOFO) application review committee of 4-6 non-conflicted individuals from the CoC Policy Board to complete an application review and ranking process on or before September 14, 2022 for the: 1) 2022 CoC Program Competition and Non-Competitive Award of Youth Homelessness Demonstration Program Renewal and Replacement Grants; and 2) Supplemental Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness.
 - a NAEH Summary of 2022 HUD NOFO (Page 21)
 - b HUD CoC FY21 Grant Awards for Santa Cruz County (Page 22)
 - c Summary Supplemental NOFO Unsheltered and Rural Homelessness (Page 23)
 - d Draft Combined NOFO Process Timeline (Page 25)

DISCUSSION ITEMS

8. August 9, 2022 County Board of Supervisors Housing for Healthy Santa Cruz Update Presentation – includes Project Homekey, PIT count, and other updates. Opportunity for Policy Board members to review and discuss materials.
 - a Housing for Health Update BOS Agenda – Tuesday, August 9, 2022 (Page 26)
 - b Housing for Healthy SC Study Session Presentation – 8.09.2022 BOS (Page 62)

9. Review and feedback to staff on the utility of visual diagrams outlining factors contributing to homelessness, a “system” map, and system flow diagrams.
 - a How_to_Solve_Homelessness_Overview_Final (Page 75)
 - b HDIS Participant Change Diagrams 2019-2021 (Page 87)

10. Next Meeting October 19, 2022 from 4-7 pm

MEETING ADJOURNED



**Housing for Health Partnership Policy Board
Regular Meeting Minutes
June 8, 2022; 4 pm – no later than 7 pm**

INTRODUCTORY ITEMS

1. Call to Order/Roll Call
Present: Jamie Goldstein, JP Butler, Larry Imwalle, Manu Koenig, Ryan Coonerty, Mariah Lyons, Martine Watkins, Stephanie Sonnenshine, Susan True, Tamara Vides, Tiffany Cantrell-Warren, Judy Hutchison
Absent: Heather Rogers, Suzi Merriam
2. Additions and Deletions to the Agenda: *None*
3. Approval of Minutes: *April 20, 2022 Minutes Approved*
4. Announcements/Information Sharing
 - a. Project Homekey Application Status – 4 applications submitted, requested up to \$53.5M, one award to date for Veterans Village for \$6,425,000, other applications still pending decision
 - b. Preliminary Point In Time (PIT) and Housing Inventory Chart (HIC) data submitted to HUD – final report due in July 2022
 - c. HMIS Policies and Procedures – significant feedback received; final proposed new policies delayed until next Board Meeting

No additional announcements made.
5. Public Comment

ACTION ITEMS

6. Approve the transfer of two Youth Homelessness Demonstration Project (YHDP) HUD CoC rapid rehousing grants totaling \$415,820 from their current grant recipients to Covenant House and authorize Housing for Health Division (H4H) staff to work with CSFC, Inc. and Covenant House to pursue Project Homekey and Homeless Housing, Assistance and Prevention (HHAP) funding for the creation of a new 20-bed youth transitional house project at a former licensed children’s residential care site located at 2714/2716 Freedom Blvd. in an unincorporated area near Watsonville.

All three recommended actions approved by the Board.

7. Authorize Housing for Health Division staff to submit a joint, collaborative [Housing Homeless, Assistance and Prevention \(HHAP\)-3](#) Local Homelessness Action Plan and Application to the California Interagency Council on Homelessness (Cal ICH) requesting the Watsonville/Santa Cruz City & County CoC allocation of \$3,243,331 and Santa Cruz County allocation of \$3,027,108 with a minimum of 10% for services for unaccompanied youth between 12 and 24 years old. *CoC Board review and approval requested for proposed spending plan, outcome goals, and joint application submission for CoC and County.*

Board discussed the potential impacts of HHAP-3 outcome metrics required by the state and the potential for perverse incentives to shift focus to serving those with fewer barriers to securing housing. Discussed if proposed budget and HHAP funds could include funding for capital expenditures for new shelter sites. Clarified that HHAP funds can be used to serve undocumented and mixed families. Clarified that initial spending plan and budget can get adjusted over time if needed due to other new funding sources such as HHIP funding for managed care. Discussed importance of resources for supporting work of Community Action Board (CAB) and others around prevention and flexible financial assistance given success with some programs recently. Discussed how realistic proposed targets are given current trends and the tradeoffs associated with setting ambitious local goals for the HHAP application. Concerns raised about having different data sets and targets depending on funding source and reports. Discussed that members of the public are primarily interested in seeing visible progress on unsheltered homelessness and encampments and have some suspicion and concern about the accuracy of PIT and HMIS numbers.

Board approved the proposed HHAP spending plan, directed staff to adjust proposed outcome metrics to be more conservative and realistic based on current trends, and authorized the submission of a joint application for funding between the County and CoC.

DISCUSSION ITEMS

8. Housing for Health Division staff update and discussion on status of revisions to Continuum of Care (CoC) Coordinated Entry System policies, procedures, and associated forms. *CoC Board feedback requested on 1) Housing Needs Assessment and Scoring; 2) H4H Connector Expectations; 3) Format and usefulness of Households with Minor Children System Map Overview.*

Discussed role of Operations Committee, providers, and consumers making recommendations on update coordinated entry policies and procedures including the Housing Needs Assessment. Housing Needs Assessment going through testing process currently. Discussed need to develop a plan for those on the existing coordinated entry/by name lists when shift gets made to new process. Recommended that staff explore if VISPDAT responses could be linked with new Assessment. Discussed intention to shift from Assessors to Connectors to avoid just adding people to a list without the ability to reconnect and follow-up with them. Request to make system capacity graphics in a more visual fashion. Discussed importance of presenting more realistic and transparent information and expectations to consumers/participants that meet with providers. Discussed scoring rubric for Housing Needs



Assessment for families. Recommendation to ensure scoring system prioritizes families with children and those with youngest children slightly higher score. Request to add questions related to whether supportive friends or family or community members are available within the County. Discussed appropriate timing of use of the Assessment based on participant interest and motivation to pursue housing and other goals.

9. Next Meeting August 17, 2022 from 4-7 pm - *Mixed opinions on when to initiate in person meetings. Next meeting will remain virtual.*

MEETING ADJOURNED



SELECTING/RECOMMENDING LOCAL PROJECTS FOR 2022 STATE ESG FUNDING

ESG Background

For non-entitled areas, such as Santa Cruz County, the federal Emergency Solutions Grant (ESG) program is administered by the State of California Department of Housing and Community Development (HCD). Non-entitlement ESG funds are granted by HCD based on an annual Notice of Funding Available (NOFA).

HCD requires each Continuum of Care (CoC) to participate in the annual process by reviewing local projects. The ESG NOFA has two parts: (1) a regional competition for all eligible project types, including street outreach, emergency shelters, rapid rehousing (RRH) programs, and prevention programs; and (2) a non-competitive set aside only for RRH. Applications are due to HCD on August 17, 2022.

For the competitive funds, we can recommend up to **two** local projects for up to **\$200,000 each**. These two projects will then compete against other applicants in the Bay Area Region, which includes Marin, Napa, Solano, and Santa Cruz counties.

For the non-competitive RRH set-aside, we can directly select up to **two** local RRH projects to **share \$151,867** in non-competitive funds earmarked for the Santa Cruz County area.

In both cases, HCD requires that the CoC: (1) use a fair and open local competition that avoids conflicts of interest; and (2) considers selection criteria that include: Applicant Experience, Program Design, Need for Funds, Impact and Effectiveness, and Cost Efficiency.

Local RFA

The Housing for Health Partnership's (H4HP) local process includes e-mailing and web posting (<https://homelessactionpartnership.org/ForProviders/FundingOpportunities.aspx>) a Request for Applications (RFA). The RFA sets an internal deadline of July 27, 2022, and describes the local process, local priority level, and local criteria (inclusive of the State Criteria) to be used for selecting or recommending projects. Per the RFA, staff review applications for eligibility, local priority level, and scoring based on the local criteria. The H4HP Board then carries out the final project selections and recommendations. To assist the H4HP Board, we have provided the attached Priority Level and Scoring Comparison and a Project Summary of each of the projects received.

Projects Received and Staff Recommendation

Bay Area Region Competition Projects Received

1. \$200,000 - Housing Matters, Rebele Family Emergency Shelter
2. \$200,000 - Housing Matters Competitive RRH

Non-Competitive RRH Projects Received

1. \$75,933 - FIT ESG RRH
2. \$75,933 - Housing Matters Non-Competitive RRH

Staff Recommendations

1. **Approve all the above competitive projects and non-competitive projects** to ensure the most possible ESG funding for our county. There is no upside to rejecting any of the projects.

Required staff steps:

- a. Provide the projects with all written CoC approvals/certifications required, and
- b. Submit the CoC Recommendations Package to HCD.

Decision Process

Because State application deadline is August 17, but our next meeting is also not until August 17, we are requesting a process that includes a remote e-mail poll followed by Board confirmation vote during the August 17 meeting. This will allow our applicants to submit their applications by the deadline.

Therefore please submit your response to the above recommendation via return e-mail to robert.ratner@santacruzcounty.us and Tony Gardner at tonygardnerconsulting@yahoo.com no later than **Thursday, August 11 at 4 pm** as follows:

1. Yes – I approve all applications as recommended including the required staff steps.
2. No – I do not approve all applications as recommended including the required staff steps.

If you answered 2, please provide a brief explanation.

Thank you, and if you have any questions, please do e-mail Robert Ratner or Tony Gardner.

Attachments: Priority & Scoring Comparison & Project Summaries

ESG Project Application Priority/Scoring Comparison

Staff Assessed Based on Priority Level and Scoring Factors in the Local Request for Applications (RFA)

Priority Level

RFA Priority Level	RFA Focus Area	NonComp FIT RRH	NonComp Housing Matters RRH	Competitive Housing Matters RRH	Competitive Housing Matters Rebele ES
High	<ul style="list-style-type: none"> New and existing rapid re-housing programs. Sustaining of existing emergency shelter programs (including day shelters that meet the HUD definition of emergency shelter), which are high performing and provide appropriate supportive services and linkages to other community resources. 	High	High	High	High
Medium	<ul style="list-style-type: none"> Sustaining of existing emergency shelter programs (including day shelters that meet the HUD definition of emergency shelter), which are medium performing and provide appropriate supportive services and linkages to other community resources. 				
Low	<ul style="list-style-type: none"> Sustaining of existing emergency shelter (including day shelters that meet the HUD definition of emergency shelter), which are low performing or do not provide appropriate supportive services and linkages to other community resources. Stand alone street outreach projects. 				

Scoring

RFA Category	RFA Description	Points Possible	NonComp FIT ESG RRH	NonComp Housing Matters RRH	Competitive Housing Matters RRH	Competitive Housing Matters Rebele Family ES
Applicant Experience	Points will be provided for length of experience implementing the	20	20	20	20	20

	proposed project activities or activity similar to proposed project. Points will be deducted for previous disencumbered ESG grants, unresolved ESG monitoring findings, and late ESG annual reports.					
Program Design	Quality of the proposed program in delivering activities to participants consistent with HCD Core Practices and CoC Program Standards. Items such as Housing First commitment, reasonableness of program staffing, budget relative to program design, services offered, connection to mainstream resources and collaboration with community partners will be considered.	20	20	20	20	20
Need for Funds Local Priority	The project meets H4HP ESG funding priorities.	10	10	10	10	10
Impact & Effectiveness	Current projects will be evaluated based on performance outcomes from prior year. New projects will be evaluated on proposed	30	30	27	27	29

	performance outcomes, along with a reasonable plan to support proposed outcomes. The performance measures for all projects will be: 1) Average length of stay for leavers; and 2) Percentage of leavers exiting to permanent housing.					
Cost Efficiency	Projects will be evaluated based on the average cost per exit to permanent housing based on the total ESG project budget and the number of exits to permanent housing.	10	7	5	5	9
Meets Objectives of the Local Homelessness Plan	Projects will be evaluated based upon the extent they identify and address specific strategic priorities described in the local homelessness plan: <i>All In – Toward a Home for Every Santa Cruz County Resident</i>	10	10	10	10	10
Total Points		100	97	92	92	98

ESG SUMMARY – Balance of State Competition

Project Name & Applicant: Rebele Family Shelter – Housing Matters

Project Type: Emergency Shelter

ESG Amount Requested: \$200,000

Project Overview:

The Emergency Shelter application is for operations of the Homeless Services Center’s Rebele Family Shelter (RFS) program. RFS provides emergency shelter for households with minor children who are experiencing homelessness in Santa Cruz County. The program serves up to 28 families experiencing homelessness at a time (average stay 3-6 months) and serves a total of 50 families over 12 months. Historically, the program uses the Vulnerability Index – Service Prioritization Decision Assistance Tool to identify families who are most vulnerable. Entrance into the program is based on highest vulnerability, length of time homeless, family size, child age, and the current capacity of the shelter.

RFS provides 24-hour/7-day shelter include three meals each day, supportive services, and 24-hour staff support. Case managers and support staff from other programs and agencies who are working with families staying at RFS often choose to make home visits at the shelter, and RFS hosts informational meetings for programs in the community that participants may be eligible for. RFS is also an access point for Smart Path Coordinated Entry System, and all participants are enrolled in CES and the community queue so that they are able to access other services in the Continuum of Care.

RFS is a low-barrier, housing-focused shelter. Participants work closely with the RFS Program Manager who meets with each family to develop and follow-up on housing plans with a goal that families exit into permanent housing in less than 6 months. The RFS staff including the Program Manager and Direct Services Coordinators help participants stabilize in the shelter, look for housing, and connect to other supports for housing search and ongoing self-sufficiency. Participants can utilize the support and services of other programs at HSC such as CalWORKS Housing Support Program and Supportive Services for Veterans Families, Rapid Rehousing, and CalFRESH Employment and Training. Participants are also connected as needed to Medi-Cal and the Homeless Persons Health Project and other service providers. The RFS Program Manager maintains relationships with staff who provide family services at the Santa Cruz County Human Services Department, as well as agencies such as Monarch Services which addresses domestic violence, to provide necessary resources to families in the shelter.

Population Served/Need:

Families with children experiencing homelessness is the population served. There is a constant need for emergency shelter for families with minor children in Santa Cruz County. The 2022 Santa Cruz County Homeless Point-in-Time (PIT) count reported 158 persons within families experiencing homelessness. Rebele Family Shelter accommodates up to 28 households (approximately 90 individuals) at one time, which represents over 40% of the available shelter units for families in the county. Santa Cruz County has seven emergency shelter programs for families, and most have limited stay times; all have limited capacity.

Point-in-Time Project Capacity: 28 family units, 90 beds

Length of Stay: 3 to 6 months on average. Goal is to exit the family to housing within 6 months.

Performance (based on HMIS data for 10/1/20-9/30/21):

- a. **Length of Stay/Participation:** Report the average length of stay (overnight shelters).

Type of Program	Average Stay/Participation
Emergency Shelter	150 days

- b. **Exit Outcomes:** Report on the housing outcomes for program participants as indicated below:

A Total # of Leavers Who exited to a PH Destination:	B Total # of Leavers exited any destination:	C $A \div B \times 100$ =C (%)
118 Leavers (persons in families)	147 Leavers	80.27%

Total FTE Direct Service Staffing:

4 FTE, including Program Manager, Case Managers (2 FTE), and Direct Services Coordinator

Proposed Budget Summary (for 2022-2023 Program Year):

Revenue	Total	Emergency Shelter	HMIS	Admin
ESG	200,000	192,750	7,250	
Other Federal				
Local Gov.				
Private	200,000	192,750	7,250	
Total	400,000	385,500	14,500	

Cost Efficiency (based upon on budget & HMIS data for 10/1/20-9/30/21):

- a. **Average Cost per Permanent Housing Outcome**

The average cost per permanent housing outcome measures what it costs the project, on average, to achieve a given number of successful housing outcomes during the year. It is calculated by dividing the total project expenses by the unduplicated number of households with a permanent housing exit during the year.

Total Project Costs	<i>Divided by</i>	# of Household Exits to PH Destination	<i>Equals</i>	Average Cost per PH Exit
\$1,493,658	/	118	=	\$12,658

ESG SUMMARY – Balance of State Competition

Project Name & Applicant: Rapid Rehousing Program – Housing Matters

Project Type: Rapid Rehousing (RRH)

ESG Amount Requested: \$200,000

Project Overview:

Housing Matters' RRH program will house 11 homeless adults and family households by using focused housing location, case management, and stabilization services in concert with financial assistance for move-in costs and temporary rent subsidies. Shallow rent subsidies will be used for households who cannot yet afford full rent on a unit, but who are working to increase their income and can assume full rent costs within 9 months.

The service is designed for individuals and families who can successfully end their homelessness with medium-intensity interventions, as indicated by the Coordinated Entry System assessment. Rapid Rehousing is recommended for individuals and households in a category of lower vulnerability than individuals who are recommended for Permanent Supportive Housing (PSH).

The RRH case manager work closely with participants to identify and acquire rental units through housing search, transportation to house viewings, landlord recruitment, and coordinating lease signings and rent payments. All activities are coordinated via a housing plan developed jointly by the client and the case manager. The case manager also provides stabilization services such as tenant education, home visits, and assistance with resources for increasing income. Participants are connected to mainstream benefits such as food and general assistance, MediCal registration and referral to Homeless Persons' Health Project, coordination with Santa Cruz County Behavioral Health, and other supports that promote housing retention. The housing plan includes a phased rental assistance plan.

Population Served/Need:

Individual adults and families experiencing homelessness. The 2022 sheltered and unsheltered Santa Cruz County Point in Time Count reported 2,299 persons experiencing homelessness in Santa Cruz. Individuals and families looking for housing face rental amounts that are among the highest in the nation, and the vacancy rate is among the lowest.

Extremely low income and homeless households cannot compete in this housing market without assistance. Santa Cruz County has a need for RRH as a response to these challenges.

According to the Housing Inventory Chart for the County, there are RRH programs for families and for veterans and other targeted subpopulations, but Housing Matters' program is one of the few RRH programs available to a general adult individuals (households without children).

Point-in-Time Project Capacity: 11 households, 11 persons

Length of Stay: Up to 9 months. Goal is to exit the household to housing within 6 months.

Performance (based on HMIS data for 10/1/20-9/30/21):

c. **Length of Stay/Participation:** Report the average length of stay (overnight shelters).

Type of Program	Average Stay/Participation
Rapid Rehousing	512 days

d. **Exit Outcomes:** Report on the housing outcomes for program participants as indicated below:

A Total # of Leavers Who exited to a PH Destination:	B Total # of Leavers exited any destination:	C $A \div B \times 100$ =C (%)
3 Leavers (persons in families)	6 Leavers	50%

Total FTE Direct Service Staffing:

1.2 FTE, including .2 FTE Program Manager and Case Manager

Proposed Budget Summary (for 2022-2023 Program Year):

Revenue	Total	RRH	HMIS	Admin
ESG	200,000	194,500	5,500	
Other Federal	200,000	194,500	5,500	
Local Gov.				
Private				
Total	\$200,000	389,000	11,000	

Cost Efficiency (based upon on budget & HMIS data for 10/1/20-9/30/21):

b. **Average Cost per Permanent Housing Outcome**

The average cost per permanent housing outcome measures what it costs the project, on average, to achieve a given number of successful housing outcomes during the year. It is calculated by dividing the total project expenses by the unduplicated number of households with a permanent housing exit during the year.

Total Project Costs	<i>Divided by</i>	# of Household Exits to PH Destination	<i>Equals</i>	Average Cost per PH Exit
\$76,120	/	3	=	\$25,373

ESG SUMMARY – Non-Competitive

Project Name & Applicant: ESG RRH – Families in Transition

Project Type: Rapid Rehousing (RRH)

ESG Amount Requested: \$75,933

Project Overview:

The FIT ESG RRH program will serve and house at minimum five households with dependent children who are literally homeless at program entry, assisting them to secure and maintain stable housing utilizing RRH and Housing First service delivery models. This project has been successfully operating and serving local families for 6 years in Santa Cruz county. With the current proposed ESG cost of \$75,933 and an estimated average of 3 members per household for a total of 15 individuals served, the projected annual ESG cost per participant is expected to be \$5,062. Eligible participating households will receive services proven to promote housing stability post program exit; such as, but not limited to, housing search supports, security deposits, phased rental assistance for up to 12 months and ongoing case management with housing retention supports after subsidies have ended.

Specific program services will include: an agency-based Housing Development Coordinator who recruits and retains landlords willing to rent to the target population (who do not meet general landlord tenancy criteria such as income 3x the monthly rent, A+ credit and positive rental references). A designated Case Manager will provide individual participant identified support needs which promote long term stability, working in partnership with the participant to establish housing preferences and develop a budget which includes projected maximum rent the family will be able to afford post-program exit.

Services available to participating families include one-on-one support provided by the case manager as needed for identifying housing needs, developing an individualized rental packet, developing a phased rental subsidy agreement, housing search supports, landlord negotiations, monthly budgeting, resource referral targeted to promote housing retention, assistance in obtaining/maintaining mainstream benefits and housing retention strategies. In addition, FIT also offers group Financial Literacy workshops specifically designed to address budgeting solutions for low-income families who were recently housed after being homeless and a Tenant workshop geared towards developing skills which lead to positive tenancy, lease compliance and housing stability. While the COVID-19 pandemic has resulted in a halt of all workshops available this is temporary and these offerings will resume once the health department approves such activities.

Population Served/Need:

Families with children experiencing homelessness. This project targets homeless families with children who are literally homeless at entry and whose CES assessment determines them to be a good fit for RRH services. Households may face multiple barriers to housing stability which may include, but are not limited to: chronically homeless, developmentally disabled, emotionally, physically or mentally disabled, substance use, low and no income, poor credit, eviction(s) on record, poor or no employment history, low education levels, female single parent headed household, and/or fleeing domestic violence.

The 2022 Santa Cruz County Homeless Point-in-Time (PIT) count reported 158 persons within families experiencing homelessness.

Point-in-Time Project Capacity: 3 households, 9 persons (per year: 5 households, 15 persons)

Length of Stay: The goal is for families to stay 3 to 12 months (the average is around 6 months).

Performance (based on HMIS data for 10/1/20-9/30/21):

e. **Length of Stay/Participation:** Report the average length of stay.

Type of Program	Average Stay/Participation
Rapid Rehousing	350 days

f. **Exit Outcomes:** Report on the housing outcomes for program participants as indicated below:

<u>A</u> Total # of Leavers Who exited to a PH Destination:	<u>B</u> Total # of Leavers exited any destination:	<u>C</u> $A \div B \times 100$ =C (%)
10 Leavers (persons in families)	10 Leavers	100%

Total FTE Direct Service Staffing:

.75 FTE Case Manager + .1 FTE for HMIS/CES staffing.

Proposed Budget Summary (for 2022-2023 Program Year):

Revenue	Total	RRH	HMIS	Admin
ESG	75,933	70,933	5,000	
Private	75,933	70,933	5,000	
Total	151,866	141,866	10,000	

Cost Efficiency (based upon on budget & HMIS data for 10/1/20-9/30/21):

c. **Average Cost per Permanent Housing Outcome**

The average cost per permanent housing outcome measures what it costs the project, on average, to achieve a given number of successful housing outcomes during the year. It is calculated by dividing the total project expenses by the unduplicated number of households with a permanent housing exit during the year.

Total Project Costs	<i>Divided by</i>	# of Household Exits to PH Destination	<i>Equals</i>	Average Cost per PH Exit
\$151,866	/	10	=	\$15,187

ESG SUMMARY – Non-Competitive

Project Name & Applicant: Rapid Rehousing Program (Non-Competitive) – Housing Matters

Project Type: Rapid Rehousing (RRH)

ESG Amount Requested: \$75,933

Project Overview:

Housing Matters' RRH program will house 11 homeless adults and family households by using focused housing location, case management, and stabilization services in concert with financial assistance for move-in costs and temporary rent subsidies. Shallow rent subsidies will be used for households who cannot yet afford full rent on a unit, but who are working to increase their income and can assume full rent costs within 9 months.

The service is designed for individuals and families who can successfully end their homelessness with medium-intensity interventions, as indicated by the Coordinated Entry System assessment. Rapid Rehousing is recommended for individuals and households in a category of lower vulnerability than individuals who are recommended for Permanent Supportive Housing (PSH).

The RRH case manager work closely with participants to identify and acquire rental units through housing search, transportation to house viewings, landlord recruitment, and coordinating lease signings and rent payments. All activities are coordinated via a housing plan developed jointly by the client and the case manager. The case manager also provides stabilization services such as tenant education, home visits, and assistance with resources for increasing income. Participants are connected to mainstream benefits such as food and general assistance, MediCal registration and referral to Homeless Persons' Health Project, coordination with Santa Cruz County Behavioral Health, and other supports that promote housing retention. The housing plan includes a phased rental assistance plan.

Population Served/Need:

Individual adults and families experiencing homelessness. The 2022 sheltered and unsheltered Santa Cruz County Point in Time Count reported 2,299 persons experiencing homelessness in Santa Cruz. Individuals and families looking for housing face rental amounts that are among the highest in the nation, and the vacancy rate is among the lowest.

Extremely low income and homeless households cannot compete in this housing market without assistance. Santa Cruz County has a need for RRH as a response to these challenges.

According to the Housing Inventory Chart for the County, there are RRH programs for families and for veterans and other targeted subpopulations, but Housing Matters' program is one of the few RRH programs available to a general adult individuals (households without children).

Point-in-Time Project Capacity: 11 households, 11 persons

Length of Stay: Up to 9 months. Goal is to exit the household to housing within 6 months.

Performance (based on HMIS data for 10/1/20-9/30/21):

- a. **Length of Stay/Participation:** Report the average length of stay (overnight shelters).

Type of Program	Average Stay/Participation
Rapid Rehousing	512 days

- b. **Exit Outcomes:** Report on the housing outcomes for program participants as indicated below:

A Total # of Leavers Who exited to a PH Destination:	B Total # of Leavers exited any destination:	C $A \div B \times 100$ =C (%)
3 Leavers (persons in families)	6 Leavers	50%

Total FTE Direct Service Staffing:

1.2 FTE, including .2 FTE Program Manager and Case Manager

Proposed Budget Summary (for 2022-2023 Program Year):

Revenue	Total	RRH	HMIS	Admin
ESG	\$75,933	72,193	3,740	
Other Federal	75,933	72,193	3,740	
Local Gov.				
Private				
Total	151,866	144,386	7,480	

Cost Efficiency (based upon on budget & HMIS data for 10/1/20-9/30/21):

- a. **Average Cost per Permanent Housing Outcome**

The average cost per permanent housing outcome measures what it costs the project, on average, to achieve a given number of successful housing outcomes during the year. It is calculated by dividing the total project expenses by the unduplicated number of households with a permanent housing exit during the year.

Total Project Costs	<i>Divided by</i>	# of Household Exits to PH Destination	<i>Equals</i>	Average Cost per PH Exit
\$76,120	/	3	=	\$25,373

From: [Robert Ratner](#)
To: [tonygardnerconsulting](#); [Robert Ratner](#)
Cc: [Sheryl Norteve](#)
Subject: Housing for Health Partnership Policy Board - Virtual Vote Needed by Thursday, August 11 at 4 pm
Date: Saturday, August 6, 2022 6:27:43 PM
Attachments: [Final 2022 ESG Project Information and Staff Recommendations.pdf](#)
Importance: High

Dear Housing for Health Partnership Policy Board Members:

I hope you've been able to enjoy the summer season. We are entering the late summer and fall seasonal cycle of federal HUD grant funding renewals and new funding opportunities.

Unfortunately, there is a time-sensitive funding opportunity that requires CoC policy board member review and approval of staff recommendations prior to our upcoming meeting on Wednesday, August 17th.

Every year, at different times, the state of California Housing and Community Development (HCD) department issues a Notice of Funding Availability for non-entitlement jurisdiction HUD Emergency Solutions Grant (ESG) funds. In order for local organizations to apply for funding, the local Continuum of Care (CoC) must participate in the process by reviewing and ranking proposed applications for ESG funding. *Funding applications are due to the state on August 17, 2022.*

Local CoC staff and Tony Gardner, our CoC consultant, supported local agencies interested in applying for this funding by promoting the opportunity, answering questions, providing technical assistance, and encouraging applicants. More details about the funding opportunity, local process, and staff recommendations are included in the attachment.

Our CoC received four proposed applications for the available funding. Given the applications received, *there is no need to rate and rank local applications*. All of the proposed applications are eligible to apply for funding provided the CoC Policy Board approves the agency submissions of all four project applications. Local approval of the application submission does not guarantee a project-specific funding award, but lack of approval will result in an automatic denial of funding.

As a CoC Policy Board member, we are asking for your electronic vote on the staff recommendation to support the submission of all four applications for ESG funding. If you have questions about the staff recommendation, please contact Robert Ratner or Tony Gardner.

Please submit your response to the above recommendation via return e-mail (reply to all) to robert.ratner@santacruzcounty.us and Tony Gardner at tonygardnerconsulting@yahoo.com no later than **Thursday, August 11 at 4 pm** as follows:

1. Yes – I approve all applications as recommended including the required staff steps.

2. No – I do not approve all applications as recommended including the required staff steps.

If you answered 2, please provide a brief explanation.

Our August 17th board meeting will include time on the agenda to update the Board on the results of the electronic vote and for further discussion on this funding opportunity, as requested by Board members.

Sincerely,

Robert Ratner, MPH, MD
County of Santa Cruz
Director, Housing for Health Division, Human Services Department
(831) 454-4925; robert.ratner@santacruzcounty.us

Home / Blog / Continuum of Care / What's New in the 2022 CoC Program NOFO

What's New in the 2022 CoC Program NOFO



Written by Steve Berg | August 8, 2022

The fiscal year 2022 Continuum of Care (CoC) Program [Notice of Funding Opportunity](#) (NOFO) is out, allowing communities to get their share of the \$2.794 billion provided by Congress to fund homelessness systems. As usual, the CoC NOFO application aligns well with what communities need to be doing to markedly reduce homelessness. Doing these things will mean communities receive a better score on this year's NOFO. It will also mean reductions in homelessness over time, leading to better NOFO scores in years to come.

The Alliance will be releasing materials, hosting webinars, and publicizing these effective approaches and practices in the coming weeks.

How the Application Reflects HUD Priorities

The NOFO announcement includes not only the details of how many points communities can receive for implementing different practices, but also summarizes the policies the U.S. Department of Housing and Urban Development (HUD) hopes to reward through this point allocation. An initial important task for people running this process at the Continuum of Care level is to design a review and ranking process for local programs that takes these scoring criteria and policy priorities into account.

The Alliance's experience is that some communities make a mistake of simply using the same review and ranking process and criteria for their NOFO applications year after year. This is not the way to maximize points. The NOFO includes, beginning on [page 7 of the announcement](#), a list of things that are new in this year's NOFO, and how these changes should be incorporated into the local project rankings. For example, there are more points available than in previous years for addressing barriers to racial equity. To get the best results, a CoC's rankings of individual programs should include an appropriate focus on this work.

The policy priorities listed by HUD are as follows. Please remember, this list is a summary, provided to give context to the actual selection criteria (beginning on page 62 of the announcement). CoCs should carefully examine the points available (listed in the selection criteria) to understand the relative weight that will be given to these policies, and should design their review and ranking process with these in mind.

HUD POLICY PRIORITIES IN THE FY22 NOFO

- Priority #1: *End homelessness for all persons experiencing homelessness.*
- Priority #2: *Use a Housing First approach.*
- Priority #3: *Reduce unsheltered homelessness*
- Priority #4: *Improve system performance.*
- Priority #5: *Partner with housing, health, and service agencies*
- Priority #6: *Advance racial equity and address racial disparities.*
- Priority #7: *Improving assistance to LGBTQ+ individuals*
- Priority #8: *Engage persons with lived experience of homelessness*
- Priority #9: *Support local engagement to increase supply of affordable housing.*

Policy priorities, to give context for the Selection Criteria in VII.B:

- **Ending homelessness for all persons** – including a strategy to address the needs of all different populations, focusing on people for whom homelessness is most common and most likely to last the longest.
- **Use a Housing First approach** – incorporating an understanding that the way to reduce homelessness the most with a limited amount of dollars is to move people into housing quickly and then help them stabilize.
- **Reducing unsheltered homelessness** – focusing on moving people directly from the streets into housing.
- **Improving system performance** – focusing on getting the best possible results, sometimes including changing existing programs that are not getting the best results.
- **Partnering with housing, health, and service agencies** – incorporating a greater focus this year, leveraging mainstream resources particularly for people with behavioral health care needs.
- **Racial equity** – as noted above, an increased focus this year, particularly in the correcting any racial disparities that exist in the outcomes of local CoC-funded homelessness programs.
- **Improving assistance to LGBTQ+ individuals** – increased focus on reducing discrimination for a group with large disparities in homelessness, particularly among youth and young adults.
- **Persons with lived experience of homelessness** – reflecting the growing understanding that communities and programs will get better results by listening to people who know from personal experience, and designing their systems and programs accordingly.
- **Increase affordable housing supply** – CoCs need to be advocates locally for increasing housing supply, particularly of homes that can work for people with the lowest incomes, either through rent subsidy programs like Housing Choice Vouchers, or operating subsidies.

The Alliance wishes the best to everyone who will be working hard between now and the September 30 deadline to document the great results of their work and clarify the results they'll be achieving in the future!



CATEGORIES

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ARCHIVE

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I want weekly tools, resources, and news about homelessness ⌵ SUBSCRIBE

CA-508 - Watsonville/Santa Cruz City & County CoC

801 River Street	CoC	\$159,911
CA-508 CoC Planning Application FY2021	CoC	\$143,649
Coordinated Entry Expansion	CoCR	\$228,362
County of Santa Cruz Homeless Management Information System	CoCR	\$91,699
Drop-In Center	CoC	\$296,903
First Step-Scattered Site Housing for Families with Children	CoCR	\$560,228
Freedom Cottages	CoCR	\$15,645
Housing for Health 3	CoCR	\$90,429
MATCH	CoCR	\$1,028,918
New Roots Rapid Rehousing	CoC	\$197,505
Santa Cruz County Shared Housing 2021 YHDP	CoC	\$137,767
Shelter + Care Expansion	CoC	\$150,308
Shelter+Care Consolidate	CoCR	\$1,186,546
Walnut Avenue Housing & Employment Program	CoC	\$154,055
Walnut Avenue Housing & Employment Program	CoCR	\$112,219
Young Adults Achieving Success - YHDP RRH & TH	CoC	\$263,387
Youth CES	CoC	\$60,000

3/2/2022

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State

CoC Name

Project Name

Program

Awarded Amount

Youth Homeless Response Team (YHRT) Renewal	CoC	\$99,175
Youth Rapid Rehousing	CoC	\$230,531

CA-508 Total :		\$5,207,237
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Summary of Supplemental NOFO to Address Unsheltered and Rural Homelessness

OVERVIEW:

On June 22, 2022, HUD released a special competitive NOFO to address Unsheltered and Rural Homelessness. The goal is to target efforts by existing CoCs to reduce unsheltered homelessness, especially in areas with very high levels of unsheltered homelessness and homelessness in rural areas, by connecting individuals and families to housing, healthcare, and supportive services. Successful CoCs will implement a plan and coordinated approach using Housing First and public health principles; will leverage mainstream housing and healthcare resources; and will obtain a support letter from a working group of persons with lived experience.

FUNDING AVAILABLE:

\$322 million nationally including the following separate set asides:

1. **\$267,500,000** for Unsheltered Homelessness projects
2. **\$54,500,000** for Rural Homelessness projects only for rural CoCs listed NOFO Appendix B.

Maximum awards per CoC are listed in NOFO Appendix A. **\$1,055,676** is the maximum Unsheltered Set Aside award for the Santa Cruz County CoC; our CoC is not eligible for the Rural Set Aside.

GRANT TERM & RENEWABILITY:

3 Years, meaning that \$1,055,676 would break out as **\$351,892 per year** and be renewable through regular CoC in following years.

ELIGIBLE APPLICANTS:

1. **Collaborative Applicants:** Only CoCs that are registered for FY 2022 will have access to the CoC Application, Project Priorities Submission, and Project Applications in E-snaps.
2. **Project Applicants:** Eligible project applicants include nonprofits, local governments, instrumentalities of local government, public housing agencies, and tribes or TDHES.

ELIGIBLE PROJECT TYPES, COSTS, & MATCH:

1. **Project Types** - PSH, RRH, joint TH - RRH, Supportive Services Only, CES, HMIS, and CoC Planning Grant
2. **Costs Types** as limited by project type - Leasing, Rental Assistance, Supportive Services, Operating, HMIS, Admin, and CoC Planning; note - Acquisition, Construction, and Rehab are *not allowed* under the Unsheltered Set Aside
3. **CoC Planning Grants** - limited to 3% (**\$31,670 for Santa Cruz**); *must be competitively ranked with other projects*

25% of HUD costs must be **matched** cash or in kind, except that there is no match requirement for Leasing costs.

ELIGIBLE PARTICIPANTS:

Eligibility for the Unsheltered Set Aside is persons who meet paragraphs 1 or 4 of the HUD "homeless" definition, i.e.:

- **Paragraph 1:** Living in place not meant for human habitation, emergency shelter, transitional housing (only if came from streets of emergency shelter), hotel or motel, or exiting an institution where stayed for 90 days or fewer; or
- **Paragraph 4:** Fleeing domestic violence, etc.

NOFO TIMELINE:

- 9/20/22 – Deadline for local project application submission 30 days ahead of NOFO deadline
- 10/5/22 – Deadline to notify project applicants of ranking 15 days ahead of NOFO deadline
- 10/18/22 – Deadline for website posting of CoC Application 2 days ahead of NOFO deadline
- **10/20/22 – E-snaps consolidated application deadline.**

Overlap with Regular CoC NOFO - HUD expects that the regular CoC NOFO will have an application deadline prior to 10/20/22!

APPLICATION REQUIREMENTS:

The CoC Collaborative Applicant (County of Santa Cruz H4H) must submit the consolidated application in e-snaps. 3 parts:

1. CoC Application – includes narratives and charts for (1) Project Capacity, Review, and Ranking; (2) System Performance; (3) CoC Coordination and Engagement; Inclusive Structure and Participation, and (4) CoC Plan for Serving Individuals and Families with Severe Service Needs, and the following attachments:

1. CoC's Review, Score, and Ranking Procedures Document
2. LSA Report with system performance measures and data quality measures

3. **CoC's Plan for Serving Individuals and Families with Severe Service Needs, limited to 15 pages** (1 page per sheet no matter how numbered), single-spaced, 8 ½" by 11," ½ inch margins, 12-point New Times Roman)
4. **Written commitment(s) of mainstream housing units** (non-CoC or ESG)
5. **Written commitment(s) of mainstream healthcare resources**
6. **Letter of Support signed by Working Group of Persons With Lived Experience of Homelessness**
7. **Written Commitment from PHA** regarding (1) pairing vouchers with CoC-funded services, and (2) developing a prioritization plan for allocation of pending **Stability Vouchers** or preference for general Sec. 8 through CES.

2. CoC Priority Listing – includes all projects ranked, plus Con Plan certifications.

3. Project Applications – include narratives, charts, and attachments. Each project must demonstrate in its narratives how it aligns with the CoC's Plan for Serving Individuals and Families with Severe Service Needs (above). **Local Process Requirement** – **CoCs must select and rank projects based upon a coordinated, inclusive, and outcome-oriented community process.**

HUD'S SCORING, SELECTION PROCESS, & GEOGRAPHIC DIVERSITY:

HUD Scoring: CoC Applications will be assessed on a **100-point scale** for the Unsheltered Homelessness Set Aside, plus up to **30 bonus points** available based upon the CoC's 2019 PIT count of unsheltered homeless persons. Possible points:

Project Capacity, Review, and Ranking – 4 points possible

- Objective written criteria & past performance – up to 2 points
- Ranking and selection & public notifications – up to 2 points.

System Performance – 18 points possible

- Reducing number of homeless individuals and families – up to 3 points
- Reduction in number of 1st time homeless – up to 3 points
- Reduction in length of time homeless – up to 3 points
- Increasing PH placement or retention – up to 3 points
- Reduction in returns to homelessness – up to 3 points
- Increasing job- and income – up to 3 points.

CoC Coordination and Engagement – 8 points possible

- Inclusive structure and participation – up to 4 points
- Coordination with federal, state, local, and private organizations – up to 1 point
- Discharge planning – up to 1 point
- CoC collaboration re children and youth – up to 1 point
- Mainstream benefits and assistance – up to 1 point.

CoC Plan for Serving Individuals and Families With Severe Service Needs – 70 points possible

- Leveraging housing resources - up to 18 points
- Leveraging healthcare resources - up to 10 points
- Strategy to ID, shelter, house unsheltered persons - up to 9 points
- Using data and performance to update unsheltered strategy - up to 8 points
- Prioritizing persons with experience/histories of being unsheltered – up to 12 points
- Involving persons with lived experience in decision making up to 5 points
- Supporting underserved communities/equitable housing access – up to 8 points

Unsheltered Homelessness Bonus Based on 2019 PIT – 30 bonus points possible

- 10,000 or more unsheltered – get 30 points (1 CoC in CA gets this - LA)
- 5,000 to 9,999 – get 20 points (3 CoCs in CA gets this – Alameda, Santa Clara, SF)
- 1,000 to 4,999 – get **10 points** (19 CoCs in CA gets this, including **Santa Cruz**)
- 999 or fewer - get 0 points (19 CoCs in CA gets this)

HUD Selection Order and Geographic Diversity: HUD will award full funding (all eligible projects) to the highest scoring CoC, then to the second highest scoring CoC, and on down the list until there is no more funding available. However, HUD has determined that geographic diversity requires that it **fund no more than 10 CoCs per state!** Thus, if the 11th CoC in a state is the next highest scoring, it will be skipped over for a lower scoring CoC in another state, and so on.

Requiring more clarification – it appears that the 10-CoC-per-state rule includes both the Unsheltered Set Aside and the Rural Set Aside. There are 9 CoCs in California eligible for the Rural Set Aside, which has a separate competitive process and scoring. Any Rural Set Aside awards may reduce the total number of Unsheltered Set Aside awards available in California.

Santa Cruz County 2022 CoC and Supplemental NOFO Process Timeline

Each year, the Housing for Health Partnership (H4HP) administers the Continuum of Care (CoC) Program Competition for HUD funds. This calendar serves as a guide for CoC applicants who are considering applying for new or renewal funds from HUD through either the CoC or Supplemental NOFOs. Please note the dates are tentative and may change. Please do contact H4H at housingforhealth@santacruzcounty.us or me at tonygardnerconsulting@yahoo.com with questions.

Event	Date/Deadline
HUD releases 2022 Unsheltered NOFO	June 22, 2022
H4H issues initial <i>local</i> notice of Unsheltered NOFO to agencies	July 11, 2022
HUD releases 2022 CoC NOFO	August 1, 2022
H4H issues initial <i>local</i> notice of CoC NOFO to agencies	August 1, 2022
H4H releases Combined Public Solicitation of Applications for Unsheltered and Regular CoC funds & invitation to Applicant Orientation Session	August 8, 2022
Virtual Applicant Orientation Session #1 (recorded)	August 10, 2022, 2:30-4:00 via Zoom
Virtual Applicant Orientation Session #2 (recorded)	August 12, 2022, 12:45-2:15 via Zoom
Local deadline CoC and Unsheltered application materials (via e-mail) and HUD applications (via e-snaps) (at least 30 days before HUD deadline)	August 31, 2022 5:00
H4H Policy Board meeting to review Unsheltered and Regular NOFO recommendations and to confirm decisions on project approvals/rejections, ranking/tiering	September 14, 2022, 1:00-5:00 (latest) via Teams
Written decisions sent to applicants (at least 15 days before HUD deadline)	September 15, 2022
Regular CoC Application and Project Priorities web posted (at least 2 days before HUD deadline)	September 28, 2022
HUD deadline CoC Application & Project Priorities	September 30, 2022, 4:59 PST
Finalize Unsheltered CoC Application & Action Plan and housing and health partnerships	October – October 18, 2022
Unsheltered CoC Application and Project Priorities web posted (at least 2 days before HUD deadline)	October 18, 2022
HUD deadline Unsheltered Application & Project Priorities	October 20, 2022, 4:59 PST



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

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

Subject: Housing for Health Six-Month Update

Meeting Date: August 9, 2022

Recommended Action(s):

1. Conduct Study Session to review updates related to addressing homelessness in the County of Santa Cruz and approve recommended policy priorities for the next six-month Housing for a Healthy Santa Cruz implementation cycle (Attachment A);
2. Accept and file progress reports on policy goals and program updates related to the 2022 Point In Time (PIT) Count of Persons Experiencing Homelessness and Housing for a Healthy Santa Cruz Framework Performance Measures (Attachment B), Temporary Housing and Rehousing Wave (Attachment C), Project Homekey (Attachment D) and Health Services Agency-Human Services Department Supportive Housing RFP (Attachment F);
3. Ratify executed contracts and agreements and accept and file updates related to preventing and ending homelessness (Attachment E): Community Bridges Contract# W4156 for \$300,000, California Rural Legal Assistance, Inc. Contract# W4157 for \$200,000, Community Action Board of Santa Cruz County, Inc. Contract# W4116 for \$1,110,400, and CFSC, Inc a purchase order for \$95,000;
4. Direct the Human Services Department to report back in 6 months, no later than the last scheduled Board meeting in February 2023, on the next Housing for a Healthy Santa Cruz six-month framework implementation cycle and related program updates.

Executive Summary

The Board of Supervisors (Board) and the Human Services Department (HSD) Housing for Health (H4H) Division established a schedule for Board study sessions on the implementation of the Housing for a Healthy Santa Cruz Framework for addressing homelessness at six-month intervals. This study sessions is the third six-month study session related to the implementation of the framework, marking the half-way mark of this three year plan. As part of these regular updates, the Board and H4H agreed to consolidate separately requested updates on this topic into a single study session.

Background

On March 9, 2021, the Board approved the Housing for a Healthy Santa Cruz strategic framework for addressing homelessness within the County. Prior to the formal adoption of this framework, the Board requested updates on specific programs related to

homelessness on separate board dates. Prior Framework study sessions took place August 10, 2021 and March 22, 2022. The Framework calls for action and six-month updates through February 2024. The list of attachments in Table 1 identifies core topics covered in the study session materials and recommend actions. Each attachment presents more detail on each topic area listed.

Table 1: Housing for a Healthy Santa Cruz Study Session Topic Areas and Associated Attachments	
Attachment A	Six-Month Plan Status Update and Proposed July - December 2022 Plan Overview of goals established for the January 1, 2022 - June 30, 2022 period as well as proposed goals for the current six-month period of July 1, 2022 - December 31, 2022.
Attachment B	2022 Point in Time (PIT) Count of Persons Experiencing Homelessness Data and Framework Performance Measures Overview of results submitted to the federal Housing and Urban Development Department (HUD) for the 2022 PIT count of persons experiencing homelessness within the County. Information on community performance relative to system performance goals established in the Housing for a Healthy Santa Cruz Framework.
Attachment C	Temporary Housing and Rehousing Wave Update Status update of shelter and transitional (temporary) housing capacity, COVID-19 shelter operations, and our current Rehousing Wave programs.
Attachment D	Project Homekey Update Status update on submitted Project Homekey applications from Santa Cruz County and plans for the next round of Homekey funding.
Attachment E	Ratify Contracts and Agreements Summary of agreements related to housing and homelessness over the past six-month period per prior direction.
Attachment F	HSA and HSD Supportive Housing RFP Summary of collaborative plans between HSA and HSD to develop a joint request for proposals to create more permanent supportive housing in the County using one-time funds secured independently by both departments. This attachment includes a Board requested update on the status of Whole Person Care housing funds secured by the Health Services Agency.

Analysis

The Housing for a Healthy Santa Cruz Strategic Framework outlines a range of strategies to reduce point-in-time count unsheltered homelessness by 50% and overall homelessness by 25% over the period between January 2019 and January 2024. To reach the above population-level outcomes, the Framework identifies two core goals:

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

housing.

- Core Goal #2: Expand capacity within the homelessness response system.

Each of the goals above have specific targets outlined in the Framework for countywide capacity and performance in the areas of shelter and transitional housing, rapid re-housing, and permanent supportive housing. The Framework calls for jurisdictions within the County to meet or exceed very low-income affordable housing development goals in their Regional Housing Needs Allocations (RHNA). The following four strategic work areas are identified for work plan development every six months: 1) Build a Coalition; 2) Prevent Homelessness; 3) Increase Connections, and 4) Expand Permanent Housing.

Six-Month Plan Update (Attachment A Summary)

Over the past six months, the H4H team made substantive progress on 26 of 26 six-month plan goals as outlined in Attachment A. Highlights from the January 1, 2022 to June 30, 2022 period include:

- Launching a new Continuum of Care governance structure and website with a new Policy Board and operations committee;
- Completion of the 2022 Point-In-Time count of persons experiencing homelessness;
- Applying for and securing Project Homekey funding to create new building-based supportive housing;
- Executing contracts to expand resources for eviction and homelessness prevention;
- Developing and starting implementation of plans to maximize utilization of permanent supportive housing vouchers.

In addition to working on these goals, H4H staff continued work in other Board priority areas. Two Homekey projects awarded funding are in unincorporated areas of the County demonstrating the County's policy commitment to create more housing units for people experiencing homelessness in these areas. The County is also exploring a Homekey Round 3 project application in unincorporated Watsonville. 2022 PIT Count data shows significant reductions in family and youth homelessness compared to 2019. The PIT estimated only 5 unsheltered families with children on the night of the count, demonstrating movement toward the established County policy goal of no unsheltered families. Homeward Bound resources continue to help some households find stability through connecting with family, friends, and other supports outside of Santa Cruz County. Across four contracted programs last fiscal year, \$24,171 was spent to help 66 households with 72 people move to stable housing outside of the County. Strategic fund consolidation coupled with increasing the number of entities accessing Homeward Bound resources could help expand the impact of this program.

H4H staff with support from Focus Strategies consultants have continued a planning process for redesigning the coordinated entry referral system known as Smart Path to Housing and Health with a goal to implement the changes over the next six months. Redesign efforts are focused on creating more emphasis on providing immediate help and problem solving, transparency, increased cross-sector collaboration, and strategic prioritization and matching based on realistic resource availability.

As six-month plan activities continue, H4H staff and partners monitor the impact of this work on the Point-in-Time (PIT) count of persons experiencing homelessness and Framework Performance measures over time.

2022 Point in Time (PIT) Count of Persons Experiencing Homelessness Data and Framework Performance Measures (Attachment B Summary)

Measurement of progress on the Framework overall outcome goals requires the regular implementation of point-in-time counts of households experiencing homelessness. H4H staff in partnership with contractor Applied Survey Research (ASR) and community volunteers implemented the first step in an annual point-in-time count of households experiencing homelessness on February 28, 2022. The final full 2022 report release is expected within one to two months.

Initial 2022 PIT data submitted to HUD shows an overall increase in homelessness of 6% between 2019 and 2022 (from 2,167 people in 2019 to 2,229 people in 2022). When looking at specific categories of homelessness, the unsheltered population increased by 4% (from 1,700 in 2019 to 1,774 in 2022). This trendline is the opposite of the Framework's overall goals. However, when broken out by subpopulation, there is evidence of positive trends.

There was a 59% overall decrease in homelessness among families with children under 18 and a 94% decrease in unsheltered homelessness among families. The count estimated only five families were unsheltered on the night of the count. No unsheltered children under age 18 were identified in the count which is a 51 person decrease from 2019. Homelessness among youth aged 18 to 24 years old declined by 61% overall and among the unsheltered. Framework goals were exceeded for these subpopulations.

These trends were counterbalanced by significant increases in homelessness among veterans and people with disabilities that have had multiple or long episodes of homelessness - "chronically homeless." The 2022 PIT count data, indicates the number of "chronically homeless" people increased by 129% from 403 in 2019 to 921 in 2022. The 2022 data shows significant increases in the number of people with self-reported behavioral health and health problems experiencing homelessness. These populations are most effectively served by integrated, field-based, highly resourced health and human services coupled with permanently affordable housing. Increased resources and coordination will be required to meet the needs of this subpopulation of people experiencing homelessness in the County.

An analysis of HMIS and system capacity data over the last six months shows the following trends:

- Only meeting capacity targets with permanent supportive housing, but this capacity remains underutilized because it depends on higher level services than currently available coupled with securing housing options in the private market;
- A significant and anticipated temporary housing capacity gap due to declines in COVID shelter capacity and funding;
- Significant ongoing capacity gaps with rapid rehousing and very low-income affordable housing;
- Increased lengths of stay in all program types with static or modest improvements in housing outcomes;

- Gaps in rental stock and affordable rental stock are likely a significant contributing factor to increased lengths of stay and limited progress on rehousing rates

Temporary Housing and Rehousing Wave Update (Attachment C Summary):

As indicated above, overall temporary housing capacity in the County has declined significantly and predictably over the past six months due to the end of COVID-19 shelter operations. The closures are due to inadequate funding resources to sustain the operations. An estimated additional \$8.5 million per year of stable funding plus one-time site start-up funding is needed for the community to add the additional 213 beds needed to meet the Framework goal of 600 beds.

The City of Santa Cruz plans to use some one-time state funds to expand safe sleeping and shelter capacity within the City of Santa Cruz on a short-term basis. This expansion is focused on creating safe sleeping and shelter options for individuals living in the San Lorenzo Park “Benchlands” encampment. The County is working with the Central California Alliance for Health (Alliance) to collaboratively fund shelter capacity for the health care system with an anticipated addition of 80-100 bed capacity over the next six months. County staff are also working to secure funding to operate a 14-20 bed transitional housing program for youth experiencing homelessness within an unincorporated area of Watsonville. The absence of stable public funding to support year-round, low-barrier, service-enriched temporary housing programs is the primary barrier to expanding capacity within the County.

The Rehousing Wave programs were established using one-time state and federal resources to focus on helping participants in COVID-19 supported shelters to secure permanent homes. Since launching program operations in May 2021, the three Rehousing Wave teams have served over 323 people and 145 have obtained permanent housing as of the end of June 2022. Nearly all active participants enrolled in these programs have secured housing subsidy vouchers. Most of the vouchers secured, allow for use outside of Santa Cruz County. However, transitioning a voucher to another jurisdiction requires a high-level of coordination and collaboration across geographic boundaries and government agencies. Many program participants are also reluctant to expand their housing search areas due to local support networks and preferences. The lack of available private rental market owners and property managers willing to rent to participants remains the primary barrier to helping participants secure permanent homes within Santa Cruz County.

Project Homekey Update (Attachment D Summary)

The County submitted four applications for Project Homekey to secure over \$53.5 million in funding to create 155 more permanent supportive housing units within the County. Two of the four applications received funding award announcements - the Veterans Village (\$6,425,000) and Park Haven Plaza (\$10,660,000). The Step-Up in Watsonville proposal to convert a hotel used for COVID-19 hotel sheltering into permanent supportive housing was not supported for funding in this round. The Housing Matters River Street proposal is still pending a final decision. Separate Board action items will be brought to the Board related to supporting the next phases of work with the Veterans Village and Park Haven Plaza projects. County staff has submitted an appeal of the proposed Watsonville project with HCD.

HSD staff anticipate submitting at least two Homekey applications during the next round of Homekey funding. One application will be for the youth transitional housing project in an unincorporated area near Watsonville. An application for funding to support one or more projects on the Housing Matters Coral Street campus is also anticipated. If the appeal of the Watsonville proposal is not successful, HSD anticipates updating and resubmitting a proposal in the next round. Other potential projects worthy of County Homekey application support may come to the attention of staff over the next few months.

Ratify Contracts and Agreements (Attachment E Summary)

Over the past six-month period, HSD staff have executed a series of contracts and agreements to support Framework and Board-approved objectives. This memo requests Board ratification of these agreements. The agreements include three contracts related to expansion of eviction and homelessness prevention efforts over the next year, a Homekey predevelopment contract related to supporting the creation of a transitional housing program for youth experiencing homelessness, and a one-time data sharing agreement between the Alliance and HSD to support the preparation and submission of state housing and homelessness related funding applications.

HSA and HSD Supportive Housing RFP (Attachment F Summary)

HSA and HSD have secured one-time funding totaling \$4,642,337 to expand permanent supportive housing capacity for people with disabilities. The departments are developing an RFP process designed to solicit proposals that generate the largest number of population-dedicated, high quality, and long-term affordable supportive housing units at the lowest price per unit.

Financial Impact

There is no financial impact associated with this study session and associated materials. Additional progress on Housing for a Healthy Santa Cruz overall goals will require additional resource and financial investments from multiple sources.

The contract award from the supportive housing RFP will be jointly funded by HSD and HSA, utilizing a combination of Housing and Disability Advocacy Program (HDAP) funding of \$2,000,000 and Whole Person Care grant funds of \$2,642,337.

Strategic Plan Element(s)

2.D Attainable Housing: Homelessness

Submitted by:

Randy Morris, Human Services Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Six Month Plan Status Update and Proposed July - December 2022 Plan - Attachment A
- b PIT Count and Framework Performance Measures - Attachment B
- c Shelter and Rehousing Wave Update - Attachment C
- d Project Homekey Update - Attachment D
- e Ratify Contracts and Agreements - Attachment E
- f HSA and HSD Supportive Housing RFP - Attachment F
- g Contract W4156-Community Bridges
- h Contract W4157-CRLA Eviction & Homeless Prevention Agreement
- i Contract-W4116 CAB Housing Assistance Fund
- j ADM-29 W4116 Community Action Board
- k ADM-29 W4156 Community Bridges
- l ADM-29 W4157 CRLA

**Attachment A:
Six-Month Plan Status Update and Proposed July – December 2022 Plan**

Between January and June 2022, the Housing for Health (H4H) Division of the Human Services Department (HDS) in partnership with other key stakeholders implemented the third six-month plan associated with the Board adopted Housing for a Healthy Santa Cruz Framework (Framework) to address homelessness. Twenty-six goals articulated for this period were accomplished or partially accomplished. Several goals require continued effort in the next six-month plan period.

Six Month Plan (January – June 2022) Implementation Update

Table 1 – Six-Month Goal Summary provides high-level information on the status of 26 goals across four strategic work areas.

Table 1: Six-Month Goal Summary (January – June 2022)		
Build a Coalition		
Goal	Status	Next Steps
1. Implement the new Continuum of Care (CoC) governance structure including hosting orientation meetings for new members and launching new board and committee meetings.	<input checked="" type="checkbox"/> Orientation materials for new members completed and distributed. Orientation meeting held. Three Policy Board meetings held to date. Online materials: Housing for Health Partnership Policy Board	Continue improving meeting structure and process. Identify and select chair and co-chair for Policy Board. Increase consumer/lived experience feedback and involvement in Continuum of Care (CoC) meetings and activities.
2. Transition the Homeless Action Partnership (HAP) website and communications to an updated Housing for Health Partnership (H4HP) site that includes opportunities for becoming CoC members.	<input checked="" type="checkbox"/> Website updated to reflect name change, new Policy Board structure, and opportunity to become a member of the collaborative effort: Housing for Health Partnership (list-manage.com) .	Continue efforts to improve website and communications. Increase the number of individuals and organizations signed up as CoC members.

Goal	Status	Next Steps
3. Continue efforts to clarify city and county roles and responsibilities in addressing homelessness and encampments.	<input checked="" type="checkbox"/> Organized meetings with regional office of the United States Interagency Council on Homelessness (USICH), County, and City of Santa Cruz staff. Continued discussions on city and county roles and responsibilities. Draft principles document circulated with staff from City of Santa Cruz and Watsonville.	Continue discussions on roles and responsibilities with cities. Work toward documenting shared agreements on principles related to addressing homelessness and encampments.
4. Continue to apply for and secure additional available one-time and ongoing state and federal funding to address homelessness.	<input checked="" type="checkbox"/> Submitted Homeless Housing Assistance and Prevention (HHAP) and Family Homelessness Challenge Grant proposals. Collaborated with Central California Alliance for Health (Alliance) to submit Housing and Homeless Incentive Program (HHIP) application.	Continue to seek out funding opportunities related to addressing homelessness. In next six months, work to prepare California Emergency Solutions Grant (ESG), HUD unsheltered homelessness grant, annual HUD CoC Notice of Funding Opportunities (NOFO) proposals, and Project Homekey Round 3 submissions.
5. Explore the establishment of a Housing for Health vendor pool to streamline county procurement and contracting processes to more efficiently mobilize resources to meet urgent community needs.	<input checked="" type="checkbox"/> Through consultation with the General Services Department, County Counsel, and CAO developed a Request for Qualifications (RFQs) to solicit pool of qualified vendors to deliver services related to preventing and ending homelessness. Project designed to expand number of qualified vendors, streamline vendor selection and contracting, and develop more organized approach for tracking contracts.	Bring proposed vendor pool policies and procedures and initial pool of vendors to Board of Supervisors for formal action in fall of 2022.

Goal	Status	Next Steps
6. Implement the 2022 point-in-time (PIT) count and work with Applied Survey Research to complete a draft 2022 summary report.	✔ 2022 PIT count and survey were completed in last six months. Initial results of count were submitted to HUD. Update on this data included as a separate Board attachment.	Finalize and publicly share full 2022 PIT count report. Develop specific action steps to address trends identified in the data.
7. DRAFT proposed changes to the Smart Path to Housing and Health coordinated entry policies and procedures for review and approval by the H4HP Policy Board.	✔ DRAFT changes to coordinated entry presented to Policy Board and Operations Committee. Revisions and modifications continuing.	Finalize and begin implementation of new coordinated entry policies and procedures.
8. DRAFT proposed emergency shelter standard operating procedures for review and approval by the H4HP Policy Board.	✔ Second DRAFT completed based on initial feedback received.	Develop final DRAFT for Housing for Health Partnership Policy Board consideration.
9. Partner with the Alliance to secure HHIP funds and to deepen collaborations through California Advancing and Innovating Medi-Cal (CalAIM).	✔ Worked with the Alliance to help with their HHIP proposal submission through data sharing, review, and feedback on their proposal. Developed plans for collaborative funding of housing and service resources with community providers.	Support Alliance expansion of housing-related community support services including temporary housing capacity. Continue data integration and sharing collaborative efforts. Support Alliance to meet HHIP deliverables for receipt of funding. Plan HHIP funding investments collaboratively with the Alliance.
10. Hire additional H4H staff to focus on HMIS data quality improvement and reporting efforts, including the introduction of provider-based performance measurement reports.	✔ New Analyst hired in Human Services Department business analytics unit to help with HMIS data analysis and reporting. Hiring still in process for provider data collection and quality support role.	Complete hiring and training of new staff. Involve new staff in relationship building with providers and implementation of new HMIS policies and procedures.

Prevent Homelessness		
Goal	Status	Next Steps
11. Continue to work with California Housing and Community Development (HCD) to fully utilize the Santa Cruz County emergency rental assistance funding available through the U.S. Treasury.	<input checked="" type="checkbox"/> Continued collaborative effort with HCD on Housing Is Key program to help encourage application submission and processing. Worked to support Local Partner Network (LPN) providers in work with HCD. Executed urgent contracts with providers to expand their capacity. As of July 15, 2022 2,245 County households received assistance, \$24.5M in rent, and \$378,296 in utilities paid out. Only 28 applications still in review and in processing stages at HCD.	Work with eviction and homelessness prevention contracted providers to support households that received one-time financial assistance to retain housing and avoid evictions. Copies of executed contracts and additional updates included as Attachment E.
12. Work with the Adult and Long-Term Care Division of the Human Services Department to implement an enhanced collaborative homelessness prevention and rehousing program for Adult Protective Services (APS) clients with CA Home Safe funding.	<input checked="" type="checkbox"/> Secured Home Safe funding for next fiscal year. Obtained budget approval to add a Social Worker II position in H4H to support implementation of the project.	Update and augment contract with Community Action Board for Home Safe financial assistance. Recruit and train Home Safe Social Worker II position within H4H. Launch updated program for APS clients experiencing homelessness or at risk of becoming homeless.

13. Explore the creation of a family homelessness prevention and rehousing collaborative partnership with one or more school districts in the County.	<input checked="" type="checkbox"/> Explored this partnership as part of our Family Homelessness Challenge grant submission. Community Action Board received \$314,550 in CORE funding to implement South County Housing Collaborative that includes Pajaro Valley Unified School District. CAB received additional one-time funding to support homelessness and eviction prevention work in South County.	Provide H4H support to South County Housing Collaborative. Augment planned efforts if Family Homelessness Challenge Grant funding received. Improve utilization of HMIS for tracking and reporting on outcomes associated with efforts.
Increase Connections		
<i>Goal</i>	<i>Status</i>	<i>Next Steps</i>
14. Provide support for the launch of the Healing the Streets multi-disciplinary outreach programs in the cities of Santa Cruz and Watsonville.	<input checked="" type="checkbox"/> Linked Healing the Streets Team with HMIS and housing problem solving/coordinated entry workgroup. Participated in planning meetings with Behavioral Health staff related to implementation. Involved Healing the Streets in HMIS outreach module implementation.	Work to support Healing the Streets Program with staff recruitment, hiring, and training given significant position vacancies. Link Healing the Streets with Encampment Response Grant program. Increase linkages between Healing the Streets and CalAIM resources related to health and homelessness.
15. Launch the utilization of the HMIS outreach module to improve coordination, communication, and reporting on efforts to assist unsheltered people in the County.	<input checked="" type="checkbox"/> Completed design and build out of outreach module for Santa Cruz County. Key organizations received training and implementation support for use of module.	Test and improve use of module starting with "Benchlands" encampment in the City of Santa Cruz. Provide ongoing technical assistance and support for providers using module.
16. Continue to support a Housing Problem Solving workgroup that includes resource sharing, capacity building, and staff training opportunities.	<input checked="" type="checkbox"/> H4H staff continue to support a small housing problem solving and coordinated entry workgroup to develop capacity in this area.	Shift toward regular "connectors" workgroup with staff linked with new coordinated entry process that receive ongoing training/support related to housing problem solving.

Goal	Status	Next Steps
<p>17. Support the closure of COVID shelters and minimize the number of individuals exiting to the streets at the time of shelter closures.</p>	<p>✔ All COVID-related and supported shelters have closed to guests. Rehousing wave program supports continue for enrolled clients. Three sites closed over the past six-month period include two COVID-19 hotels and the Armory county-funded shelter. Additional information in Attachment C.</p>	<p>Complete close out of COVID shelter contracts and staffing. Support continued rehousing wave efforts for those previously in COVID shelters and enrolled in rehousing wave programs.</p>
<p>18. Work with local jurisdictions and other partners to identify stable locations, operators, and funding for year-round, housing-focused, low-barrier emergency shelter.</p>	<p>✔ Continued discussions with City of Watsonville and City of Santa Cruz staff about potential locations for temporary housing. Also continue to explore options in unincorporated areas of the County. Lack of one-time start-up and dedicated ongoing funding remain significant barriers to expanding shelter. Additional updates on this topic in Attachment C.</p>	<p>Work with Alliance on a potential health-focused sheltering program. Participate in design charette process with Housing Matters and City of Santa Cruz to develop plans for improvement to Coral Street campus in Santa Cruz. Work with Salvation Army in Watsonville to explore potential improvements to their shelter location.</p>
<p>19. Explore the possibility of a transitional housing program for homeless youth in unincorporated Santa Cruz County.</p>	<p>✔ Worked with CFSC, Inc. and Planning Department on plans to convert an existing children’s residential facility to transitional housing for youth in unincorporated area of Watsonville. Planning to submit Homekey Round 3 application for project. HHAP funding proposal including request for operational funding for this project.</p>	<p>Execute and implement predevelopment contract with CFSC, Inc. to help prepare for Homekey application. Work on HUD youth grant transfers to Covenant House to support proposed project and linkage with rapid rehousing resources. Begin development of proposed scope and budget for project. Prepare and submit Homekey application.</p>

<p>20. Develop a centralized targeted homelessness prevention, housing problem solving, and rehousing assistance fund that multiple entities can access through a standardized referral and application process.</p>	<p>✔ Contract scope drafted and executed for centralized fund. Policies, procedures, and program forms drafted.</p>	<p>Update and augment existing contract with additional funding sources. Finalize policies, procedures, and forms. Market and launch new program with key community partners.</p>
Expand Permanent Housing		
<i>Goal</i>	<i>Status</i>	<i>Next Steps</i>
<p>21. Develop more education and communication materials on affordable housing and permanent supportive housing.</p>	<p>✔ Updated Housing for Health partnership website to include information about Project Homekey, supportive housing, and County proposed projects. Participated in media events and community meeting related to supportive housing and Project Homekey. Supported outreach event conducted by Abode Services related to housing voucher programs.</p>	<p>Continue to expand and enhance communication and education efforts. Work toward filling approved outreach and education position for H4H in FY 22/23 budget. Deepen partnership efforts with Housing Santa Cruz County that also provides information and educational materials on affordable and supportive housing.</p>
<p>22. Work with local jurisdictions throughout the County to explore ways to support progress on affordable housing and supportive housing developments.</p>	<p>✔ Continued a monthly county staff housing and capital facilities planning meeting. Engaged with city staff on potential affordable housing developments in their jurisdiction.</p>	<p>Develop plans for strategic release of one-time supportive and affordable housing development funding in partnership with Community Development and Infrastructure (CDI) Department and Behavioral Health. Continue coordination meetings with city staff on projects and funding opportunities. Explore changes to HUD entitlement funding status for the County in collaboration with city partners.</p>

<p>23. Develop more consistent and standardized approaches for marketing, incentives, and support linked with permanent supportive housing voucher programs.</p>	<p>✔ Developed plans for creating greater incentive consistency across programs. Drafted updated contract with Housing Authority for FY 22-23 that includes updated incentives. Discussed methods for updating outreach and marketing approach.</p>	<p>Finalize voucher incentive contract with Housing Authority. Continue work with Housing Authority and Abode Services related to property owner/manager outreach. Work on policy advocacy to increase federal limits from 20% to 50% on “project-based” authority to link vouchers with specific affordable housing buildings rather than restricting use to private rental market.</p>
<p>24. Support Project Homekey application submissions and project development work for projects that receive Project Homekey funding.</p>	<p>✔ H4H and partners worked together to submit four Project Homekey Round 2 funding applications requesting over \$53.5M in funding for the creation of 155 new permanent supportive housing units. Two projects received award letters, one project is still pending an award notification, and one project received a denial letter. Additional Homekey updates are included in Attachment D.</p>	<p>Recommend Board action to support Vets Village project with predevelopment expenses and county with grant award fiscal management and monitoring support for Homekey. Continue collaborative support of awarded projects. Submit at least two Homekey Round 3 applications in 2022.</p>
<p>25. Enhance efforts to help people with disabilities apply for and receive Social Security disability benefits to increase their incomes and close the housing affordability gap.</p>	<p>✔ H4H secured funding to contract for social security advocacy database services and for legal advocacy.</p>	<p>Develop and begin implementation of a Social Security disability advocacy project plan. Plan will include selection and contracting with vendors for advocacy data management and legal services.</p>
<p>26. In collaboration with other County departments, issue a competitive supportive housing Request for Proposals (RFP) utilizing funds secured by HSA and H4H.</p>	<p>✔ Initiated discussions with CDI and Behavioral Health regarding a collaborative RFP for supportive housing. Decided to synchronize release with other funding opportunities.</p>	<p>Draft and plan for release of RFP for supportive housing funding.</p>

Six Month Plan (July to December 2022)

Table 2 - H4H Division staff have identified the following key elements for inclusion in the next six-month implementation plan:

Table 2 – Six-Month Plan Goals (July – December 2022)
Build a Coalition
<i>Goals</i>
1. Modify an existing contract with Applied Survey Research to increase consumer/lived experiencing involvement in improving the Housing for Health Partnership effort.
2. Begin preparation for the 2023 PIT count of persons experiencing homelessness.
3. Partner with United Way of Santa Cruz County/2-1-1 and Housing for Health Partnership organizations to update and improve community information and referral resources related to preventing and ending homelessness.
4. Support Housing Matters and their CORE contract funded “Community Conversations on Homelessness” program to provide individuals with lived experience of homelessness opportunity to speak and share their stories in public forums and through other means.
5. Gather feedback from city managers on a draft document outlining principles related to city and county roles and responsibilities in addressing homelessness at the local level of government.
6. Prepare and support funding applications related to housing and homelessness for submission over the next six months, including but not limited to, California Emergency Solutions Grant (ESG), California Project Homekey Round 3, HUD unsheltered homelessness grant, and HUD CoC annual funding competition.
7. Bring proposed vendor pool policies and procedures and initial pool of vendors to Board of Supervisors for action in fall of 2022.
8. Finalize and publicly share 2022 PIT count report. Develop specific action steps to address trends identified in the data.
9. Finalize and begin implementation of new coordinated entry policies and procedures.
10. Develop final DRAFT emergency shelter standards for Housing for Health Partnership Policy Board consideration review and approval.
11. Support the Central California Alliance for Health in efforts to expand housing-related community support services funded by the Alliance.
12. Finalize and obtain CoC approval of new Homeless Management Information System (HMIS) policies and procedures.
13. Continue data integration and sharing collaborative efforts with the Santa Cruz Health Information Organization (SCHIO), Health Services Agency, other Human Services Department Divisions, Central California Alliance for Health, and community partner agencies. Support Alliance to meet HHIP deliverables for receipt of funding. Plan HHIP funding investments collaboratively with the Alliance.
14. Provide support to the Central California Alliance for Health in implementing their HHIP plan and strategically investing funds received through this program.

15. Complete hiring and training of nine new H4H staff positions to fill key roles related to direct services, community education and outreach, provider data quality support and management, grant management and reporting, and community meeting and partnership coordination.
16. Work to support community providers with staff recruitment, hiring, and training.
17. Expand training and support related to the implementation of strength-based care management among community providers.
18. Increase the number of members signed up to participate in the Housing for Health Partnership effort.
19. Work with CDI Department and city partners on exploration of development of an urban county HUD entitlement jurisdiction to increase direct local HUD resource allocations.
Prevent Homelessness
<i>Goals</i>
20. Work with eviction and homelessness prevention contracted providers to support households that received one-time financial assistance to retain housing and avoid evictions.
21. Complete hiring and contracting necessary to launch an expanded Home Safe program to help APS clients retain or obtain housing.
22. Provide H4H staffing support to CORE funded South County Housing Collaborative. Augment planned efforts if Family Homelessness Challenge Grant funding is received. Improve utilization of HMIS for tracking and reporting on outcomes associated with efforts.
23. Develop a fundraising strategy for expanding a centralized, countywide, flexible, short-term housing financial assistance pool to prevent and end homelessness.
Increase Connections
<i>Goals</i>
24. Link Healing the Streets with Encampment Response Grant program and mobilize collaborative resources to support unhoused individuals living in the City of Santa Cruz San Lorenzo Park “Benchlands” encampment.
25. Expand street outreach services in unincorporated areas of the County.
26. Expand effective use of the HMIS outreach module to help create more connections and communication among providers in support of their work with clients.
27. Develop a coordinated entry implementation workgroup of “connectors” that includes ongoing training, support, and networking among direct services staff related to housing problem solving and access to flexible funding resources.
28. Expand and improve Social Security benefits advocacy resources for people experiencing homelessness with disabilities unable to apply for benefits without additional support.
29. Work with the Central California Alliance for Health to create a new health-focused recuperative care and temporary housing program.
30. Participate in design charette process with Housing Matters and City of Santa Cruz to develop plans for improvement to Coral Street campus in Santa Cruz with intention to expand temporary housing capacity on site.

31. Work with Salvation Army in Watsonville to explore potential improvements to their shelter location.
32. Develop a Homekey Round 3 funding application to create a transitional housing program for youth experiencing homelessness in unincorporated Watsonville.
Expand Permanent Housing
<i>Goals</i>
33. Increase and improve strategic outreach and incentives for property owners and managers to participate in housing subsidy programs.
34. Partner with Housing Santa Cruz County to expand outreach and education efforts related to the community benefits of increased affordable housing.
35. Develop plans for strategic release of one-time supportive and affordable housing development funding in partnership with Community Development and Infrastructure (CDI) Department and Behavioral Health. Explore making changes to HUD entitlement funding status for the County in collaboration with city partners.
36. Continue coordination meetings with city and county staff to identify and support jurisdictional efforts to meet their Regional Housing Needs Allocation (RHNA) goals for very low-income housing unit creation.
37. Provide support to housing projects that receive Round 2 Project Homekey funding to meet program and funding expectations and create new supportive housing units within the next 12 months.
38. Prepare at least one Project Homekey Round 3 permanent supportive housing application for submission in the fall of 2022.
39. Transfer existing HUD Youth Homelessness Demonstration Program (YHDP) grants to Covenant House to increase youth rapid rehousing capacity and resources.
40. Draft and plan for release of a Request for Proposals (RFP) for available supportive housing funding from the Health Services Agency and Human Services Department.

**Attachment B:
2022 Point in Time (PIT) Count of Persons Experiencing Homelessness Data and
Framework Performance Measures**

The Housing for a Healthy Santa Cruz Strategic Framework outlines a range of strategies to reduce point-in-time count unsheltered homelessness by 50% and overall homelessness by 25% over the period between January 2019 and January 2024.

On February 28, 2022, the Housing for Health Division in partnership with Applied Survey Research and community volunteers conducted a point-in-time (PIT) count of people experiencing homelessness in the County. The core methodology used for the field-based count, subsequent population sampling survey, and analysis of Homeless Management Information System (HMIS) data remained consistent with similar counts conducted in the County in prior years. The use of a consistent methodology increases the probability that observed trends reflect actual population changes rather than variations due to methodological differences.

The methodology used is known to *undercount* the number of people experiencing homelessness over the course of time and excludes people experiencing homelessness staying in institutional settings, those in temporary situations, and those living in unsafe or overcrowded spaces. The count likely undercounts unsheltered people on a single night due to challenges locating people in hidden areas or situations.

The data included in this attachment reflects preliminary data submitted to the federal Housing and Urban Development (HUD) department. A complete and final 2022 PIT count report is due for release in the next one to two months.

Table 1 shows 2022 PIT count data on households with at least one adult and one child under 18 years old in the household (families). Compared with 2019 data, the 2022 data shows a **59% decrease in overall homelessness among families and a 94% decrease in unsheltered homelessness among families**. The data indicates estimates only five families were unsheltered on the night of the count. This data indicates significant progress in addressing homelessness among families in the County between 2019 and 2022.

The 2022 PIT count results indicate there were **no unaccompanied children under age 18 experiencing homelessness on the night of the count**. In 2019, an estimated 51 children under 18 experienced homelessness on the night of that count.

**Table 1: 2022 PIT Count Data on Homelessness among Families
(ES = Emergency Shelter, TH = Transitional Housing)**

Households with at Least One Adult and One Child	Unsheltered	ES	TH
Total number of households	5	28	17
Total number of persons (adults & children)	15	83	60
Number of children (under age 18)	8	45	39
Number of young adults (age 18-24)	2	7	2
Number of adults (over age 24)	3	31	19
Gender (adults and children)			
Female	4	40	40
Male	11	43	20
Transgender	0	0	0
Gender Non-Conforming (i.e. not exclusively male or female)	0	0	0
Questioning	0	0	0
Ethnicity (adults and children)			
Non-Hispanic/Non-Latino	9	33	4
Hispanic/Latino	6	50	56
Race (adults and children)			
White	11	59	48
Black or African-American	2	11	4
Asian	0	0	0
American Indian or Alaska Native	0	3	8
Native Hawaiian or Other Pacific Islander	0	1	0
Multiple Races	2	9	0
Chronically Homeless (disabled + long or repeated episodes of homelessness)			
Total number of households	2	7	0
Total number of persons	6	19	0

Table 2 shows PIT count data on unaccompanied youth households experiencing homelessness. This data also shows evidence of significant progress on addressing homelessness among this subpopulation. Compared with 2019, **there has been an overall 61% reduction in youth homelessness and a similar percentage reduction in unsheltered youth experiencing homelessness.**

**Table 2: 2022 PIT Count Data on Unaccompanied Youth (18 – 24 years old)
Experiencing Homelessness
(ES = Emergency Shelter, TH = Transitional Housing)**

Unaccompanied Youth Households	Unsheltered	ES	TH
Total number of unaccompanied youth households	191	6	0
Total number of unaccompanied youth	216	6	0
Number of unaccompanied children (under age 18)	0	0	0
Number of unaccompanied young adults (age 18 to 24)	216	6	0
Gender (unaccompanied youth)			
Female	55	4	0
Male	157	2	0
Transgender	1	0	0
Gender Non-Conforming (i.e. not exclusively male or female)	3	0	0
Questioning	0	0	0
Ethnicity (unaccompanied youth)			
Non-Hispanic/Non-Latino	131	3	0
Hispanic/Latino	85	3	0
Race (unaccompanied youth)			
White	155	5	0
Black or African-American	28	0	0
Asian	2	1	0
American Indian or Alaska Native	7	0	0
Native Hawaiian or Other Pacific Islander	1	0	0
Multiple Races	23	0	0
Chronically Homeless (disabled + long or repeated episodes of homelessness)			
Total number of persons	88	0	0

Table 3 shows PIT count data on households without children (adult only). This data shows a 26% increase in overall homelessness among this subpopulation and a 21% increase in the number of unsheltered adults. **The bulk of this increase is due to a 129% overall increase (from 403 to 921) in the number of people with disabilities that have been homeless for 12 months or more or four or more times over the past three years. HUD refers to this population as “chronically homeless.”**

**Table 3: 2022 PIT Count Data on Adult Only Households (18 and older)
Experiencing Homelessness
(ES = Emergency Shelter, TH = Transitional Housing)**

Households without Children	Unsheltered	ES	TH
Total number of households	1,558	338	12
Total number of persons	1,759	368	14
Number of young adults (age 18-24)	216	9	1
Number of adults (over age 24)	1,543	359	13
Gender (only adults)			
Female	415	233	9
Male	1,314	133	5
Transgender	10	1	0
Gender Non-Conforming (i.e. not exclusively male or female)	20	1	0
Questioning	0	0	0
Ethnicity (only adults)			
Non-Hispanic/Non-Latino	1,067	282	7
Hispanic/Latino	692	86	7
Race (only adults)			
White	1,263	307	12
Black or African-American	231	22	0
Asian	20	3	0
American Indian or Alaska Native	53	15	0
Native Hawaiian or Other Pacific Islander	7	3	0
Multiple Races	185	18	2
Chronically Homeless (disabled + long or repeated episodes of homelessness)			
Total number of persons	712	184	0

Table 4 provides additional subpopulation data based on health conditions and households currently fleeing domestic violence situations. Compared with 2019 data, this data among people experiencing homelessness shows:

- A 448% increase in people with HIV/AIDS (29 in 2019 to 159 in 2022)
- A 282% increase in people with a self-reported substance use disorder (281 in 2019 to 1,073 in 2022)
- A 120% increase in veterans (151 in 2019 to 332 in 2022)
- A 74% increase in people with a self-reported serious mental illness (471 in 2019 to 818 in 2022)
- A 9% increase in people fleeing a domestic violence situation (79 in 2019 and 86 in 2022)

**Table 4: 2022 PIT Count Data Subpopulations Experiencing Homelessness
Family and Adult Only Data Combined
(ES = Emergency Shelter, TH = Transitional Housing)**

Additional Homeless Populations	Unsheltered	ES	TH
Adults with a Serious Mental Illness	744	66	8
Adults with a Substance Use Disorder	1,031	38	4
Adults with HIV/AIDS	158	1	0
Adult Survivors of Domestic Violence (optional)	59	23	4
Adult Veterans	310	22	0

An analysis of the preliminary 2022 PIT race and ethnicity data among people experiencing homelessness shows the following significant trends when compared to 2019 data:

- The number of Black/African Americans rose by 65% (from 164 in 2019 to 270 in 2022)
- The number of American Indian or Alaskan Natives declined by 62% (from 206 in 2019 to 79 in 2022)
- The number of Multi-Racial individuals declined by 26% (from 294 in 2019 to 217 in 2022)
- The number of Whites increased 17% (from 1,455 in 2019 to 1,700 in 2022)
- The number of Hispanic/Latinx individuals increased by 25% (from 715 in 2019 to 896 in 2022)

More detailed subpopulation analyses and trends by factors such as gender, sexual orientation, geography, and others will be made available in the final PIT report to be released in one to two months.

Between 2019 and 2022, the PIT data indicates significant progress was made in addressing homelessness with families and youth. The improvements among these target populations exceed Framework goals. These positive trends were counterbalanced by significant increases in chronic homelessness, homelessness among veterans, and the prevalence of self-reported health problems among people experiencing homelessness. The racial and ethnic data shows significant increased numbers of White, Hispanic/Latinx, and Black/African Americans and declines among American Indian/Alaskan Natives, and Multi-Racial groups.

Overall, the estimated number of people experiencing homelessness in the County increased by 6% between 2019 and 2022 (from 2,167 in 2019 to 2,229 in 2022) and the unsheltered population increased by 4% (from 1,700 in 2019 to 1,774 in 2022). Reaching the overall goals established in the framework will require expanded investments and efforts to address homelessness among veterans and people with disabilities.

Framework Performance Measures

The Framework establishes specific system capacity targets and performance targets for specific types of housing and service interventions. However, the Framework does not breakout these goals by subpopulations. Achieving significant reductions in homelessness will require sustaining progress with youth and families and targeting additional capacity investments toward populations with negative trendlines, e.g., veterans and those with disabilities and long or repeated histories of homelessness.

Table 5 shows the Framework capacity targets and status for temporary housing beds (shelter and transitional housing), rapid rehousing, permanent supportive housing, and very low-income affordable housing.

Shelter provides temporary housing for people experiencing homelessness typically for no longer than six months. Transitional housing provides temporary housing, typically in more private settings, for a period of six to twenty-four months with an expectation that participants will pay a regular participation fee. Rapid rehousing is a programmatic intervention that provides time-limited rental assistance coupled with supportive services to help people move-in to permanent housing quickly and to increase their income over time to maintain that housing. Permanent supportive housing combines long-term housing subsidies or dedicated affordable housing units with supportive services for as long as needed by participants.

The table indicates current capacity if all available slots are being utilized. Less than 10% of current permanent supportive housing capacity in the County involves actual housing units. The slots listed refer to housing subsidy vouchers where the participant and service provider must locate a private rental market unit willing to accept the subsidy and participant. Current data indicates that only about 65% of these permanent supportive subsidies are being used to subsidize someone's rental housing. Other participants have been issued subsidies but are still searching for units.

Very low-income affordable housing is housing that is affordable to households with incomes at or below 50% of the area median income. In 2021, for a family of four the annual income threshold to qualify as very low-income is \$77,750 per year. The Framework articulates a minimum affordable housing development goal for the County based on California Regional Housing Needs Allocation (RHNA) housing development targets for the County. The target and status on this metric are included in Table 5. The current capacity column of the table shows trends since the last six-month update. For example, the rapid rehousing capacity of 194 is the same or "=" to the capacity six months ago, whereas temporary housing capacity has declined from 659 beds to 387.

	Baseline	Framework Target	Current Capacity
Temporary Housing	440	600	387↓
Rapid Rehousing	140	490	194=
Permanent Supportive Housing	500	600	792=
Very Low-Income Affordable Housing	Not Established	+734 (RHNA Goal) new units	+151↑

With the availability of one-time COVID-related federal and state resources, there was a six-month period where the County exceeded its temporary housing and permanent supportive housing Framework targets. At the end of June 2022, the County closed its remaining COVID-19 related shelters due to a lack of ongoing funding resources to continue operations. In addition, several shelters operational before the pandemic had either closed or permanently reduced capacity due to a lack of funding. Attachment C outlines plans over the next six months to work toward increasing temporary housing capacity with sustainable resources and locations.

The permanent supportive housing capacity is voucher subsidy based and limited by the private rental markets willingness to accept participants with subsidies and supportive services. As of the end of May 2022, 350 households with permanent supportive housing vouchers were still searching for housing units that will accept them. The lack of significant growth in available rental housing generally and affordable housing specifically presents a significant challenge for the community in terms of meeting Framework program performance metrics.

The Framework establishes performance metrics for emergency shelter, transitional housing, and rapid rehousing in terms of reducing overall lengths of stay and increasing rehousing rates. Table 6 highlights these targets established in the Framework.

Measure	Emergency Shelter		Transitional Housing		Rapid Rehousing	
	From	To	From	To	From	To
Reduce Length of Stay (in days)	76	60	413	250	281	180
Increase Rehousing Rate	21%	40%	66%	80%	62%	85%

Table 7 provides HMIS data showing current system performance relative to the targets established and listed in Table 6. The data looks at average performance across agencies using the HMIS system over a 12-month reporting period ending June 30, 2022. The table highlights changes in performance with arrows indicating trends when compared to six-month prior. For example, the average length of stay in shelter of 156 days was an increase from 125 days six months prior.

Measure	Emergency Shelter		Transitional Housing		Rapid Rehousing	
	Current Value	Target	Current Value	Target	Current Value	Target
Reduce Length of Stay (in days)	156↑	60	506↑	250	372↓	180
Increase Rehousing Rate	23%↑	40%	66%↓	80%	57%↓	85%

The performance data show increases in lengths of stay from baseline 2019 data. The average length of stay in shelter programs is most likely due to long average lengths of stay in COVID-19 shelters. Extended lengths of participation in transitional housing and rapid rehousing appear to reflect more programmatic challenges in finding appropriate and affordable community housing options for participants. Rates of exits to permanent housing, the “Rehousing Rate” increased slightly for shelters, but decreased for transitional housing and rapid rehousing programs.

The Human Services Department Business Analytics Unit working with our local HMIS vendor, BitFocus, created a systemwide performance metrics dashboard that allows authorized users to review program performance across agencies and programs. This provides the community an opportunity to explore “what works” in generating improved outcomes. A review of this data for emergency shelters shows a general trend. Programs with more staffing and rehousing financial resources available tend to have higher rehousing rates. Programs serving individuals with a greater chance of increasing their income through employment or other means also have better outcomes.

The 2022 PIT data and framework capacity metrics show significant progress in addressing homelessness among families and youth. However, there have been significant increases in homelessness among people with disabilities and long or multiple histories of homelessness. The estimated number of individuals experiencing homelessness and self-reporting struggles with a serious mental illness, substance use disorder, or HIV/AIDS increased significantly between 2019 and 2022.

Overall system capacity and program performance trends are moving away from Framework targets. However, when disaggregated by program type and level of resources available, certain programs stand out in their performance. The higher performing projects in the County tend to serve families and youth. Family and youth subpopulations tend to experience less stigma and fewer barriers to returning to permanent housing. Individuals with disabilities, behavioral health conditions, long histories of homelessness, and frequent interactions with law enforcement face significant barriers and stigma when working toward returning to permanent housing. Many individuals in this group require a high-level of field-based health care services and other supports to secure and remain in housing. Permanent supportive housing is considered an evidenced-based intervention for this population.

The 2019 Framework goal of 600 permanent supportive housing units is likely too low for meeting the need seen in the 2022 PIT count, showing 921 chronically homeless individuals on a single night. The permanent supportive housing in the County is primarily voucher based and scattered site requiring access to private rental units and heavily resourced mobile supportive services for program participants. The County currently underutilizes available permanent supportive housing vouchers due to a tight private rental market coupled with inadequately resourced and paired supportive services for those with vouchers.

Scattered site supportive housing requires more funding for services and housing than building-based supportive housing with units incorporated and financed within a specific property. To address these gaps, Housing for Health staff recommend pursuing collaborative and countywide strategies focused on expanding building-based supportive housing and increasing the pairing of well-resourced and trained supportive service teams with supportive housing units and vouchers. Project Homekey represents a significant source of funding to help achieve this goal.

Attachment C: Temporary and Rehousing Wave Update

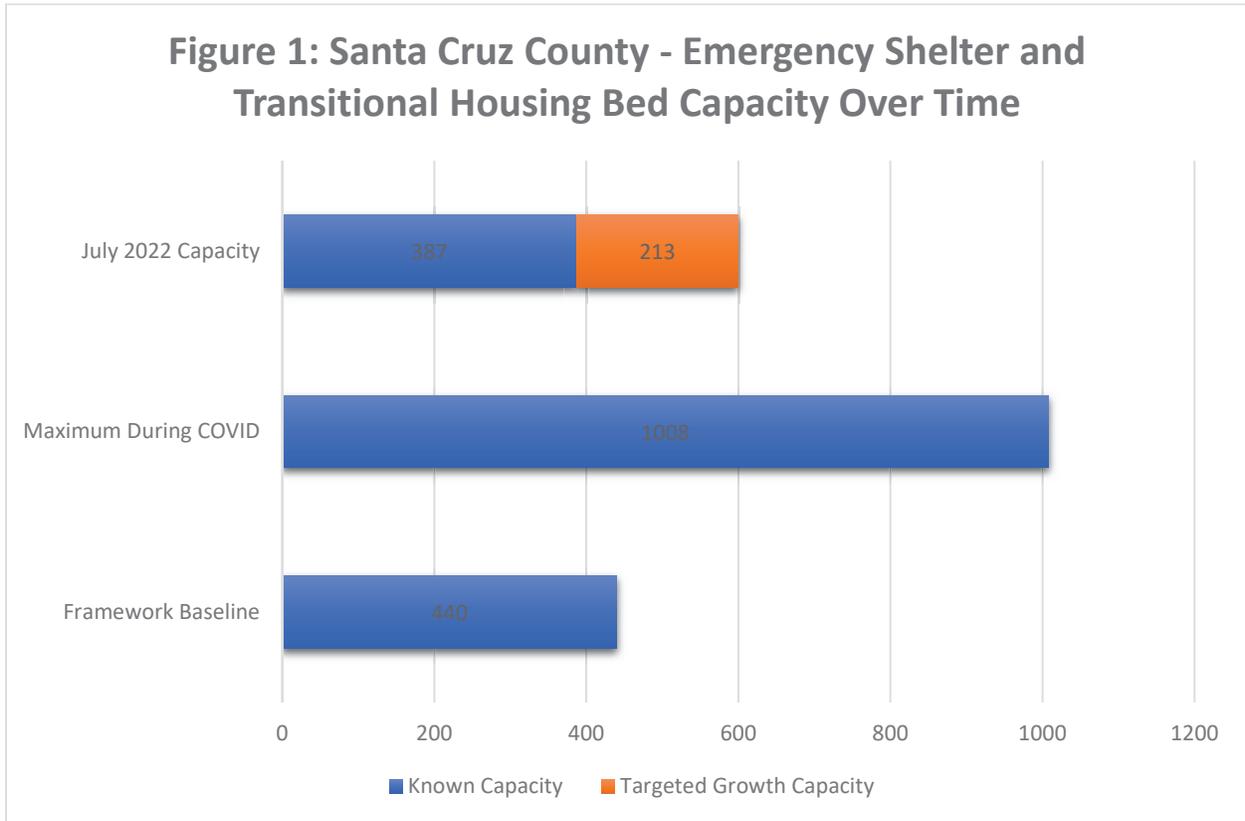
Shelter Capacity after the end of COVID-19 Pandemic Resources

The Housing for a Healthy Santa Cruz strategic framework establishes a target of 600 high-performing and low-barrier shelter and transitional housing beds countywide. At the time of the writing of the Framework, the County had 440 beds. At the onset of the COVID-19 pandemic in early 2020, overall bed capacity was reduced to create safer temporary housing capacity. County staff members and community partners worked tirelessly to stand up additional semi-congregate and non-congregate shelters to help protect unsheltered households during the pandemic. A Federal Emergency Management Agency (FEMA) public health emergency declaration coupled with one-time state and federal funds made it possible for the County to support the longest and largest sheltering operation in County history. This extended capacity has continued for longer than two years and will cost an estimated \$73 million by the end of fiscal year 2021-2022. More than 250 dedicated extra help and limited-term county staff working with other redeployed county staff members mobilized to help launch and sustain the operations. Unlike many other counties in California that utilized nonprofit partners to support COVID-19 shelter operations, the County created and staffed a new, large business line from scratch to protect individuals during the pandemic.

At peak capacity, the County more than doubled pre-COVID-19 community bed capacity to a total of 1008 beds. The additional COVID shelter capacity served 1,441 people experiencing homelessness or living in unstable or unsafe situations. Among those served, 398 exited or returned to a permanent housing situation. The three last COVID sheltering sites closed in May and June 2022. This led to an anticipated capacity decline from 659 beds to 386 beds. Seventy-one guests from these three locations exited the shelters back to unsheltered situations. To put this number into context, it's important to recognize that within Santa Cruz County significant numbers of participants in shelters and transitional housing programs unfortunately return to the streets. In calendar year 2021 among all shelter and transitional housing programs entering data into the county Homeless Management Information System (HMIS), 549 individuals exited a temporary housing program to an unsheltered situation representing 29% of 1,918 program participants during the year.

As of June 30, 2022 all COVID-19 expanded shelters had closed to guests resulting in a countywide shelter capacity of 387 beds. Several shelter and transitional housing programs that operated prior to the pandemic closed over the past two years due to funding, location, and facility issues. The end of COVID-19 shelters coupled with these losses have resulted in a countywide year-round bed capacity below the 440 available beds in 2019.

Figure 1 provides a visual of County shelter and transitional housing capacity over time.



The primary barrier to reaching the Framework target of 600 beds is a lack of stable funding sources for emergency shelter and transitional housing. Available state funding is one-time funding helping to sustain 103 of the current 387 beds.

Adding an additional 213 low-barrier, service-enriched beds would require an estimated \$8.5M per year. This figure does not include the funding required to initially construct and establish a new location. Over the next six months, Housing for Health staff will be working with funders and partners to increase temporary housing capacity.

Staff are working with the Central California Alliance to explore collaboratively funding an 80-100 bed recuperative care and shelter program for Alliance members experiencing homelessness and exiting health care institutions. The City of Santa Cruz and County will be participating in a city-funded design charette to develop collaborative plans for expanding and stabilizing a low-barrier navigation center on the Housing Matters campus on Coral St. in the City of Santa Cruz. Housing for Health staff are working with CFSC, Inc. and Covenant House to secure Homekey and other state funding to establish and operate a 14-20 bed transitional housing program for homeless youth. The City of Santa Cruz plans to fund 60 temporary shelter beds on the Armory campus. Other potential sites and funding opportunities are also being explored.

Rehousing Wave

Using one-time federal and state funding and a partnership with the Housing Authority of the County of Santa Cruz, the H4H division supported the creation of a Rehousing Wave effort to help guests staying in COVID-19 shelters to secure permanent homes. This effort includes three strength-based housing navigation teams, a real estate partnership effort, and dedicated permanent housing subsidy vouchers from the Housing Authority. Combined, these re-housing wave resources, created over 300 new subsidy-based permanent supportive housing opportunities for the County. Since the program is subsidy-based it is dependent on the availability of private market rental housing willing to accept participants with subsidies and support services.

Since launching program operations in May 2021, the three Rehousing Wave teams have served over 323 people and 145 have obtained permanent housing as of the end of June 2022. Twenty-one of the individuals enrolled in these programs died over the past 14 months reflecting the high level of health care need and risk among the people served by these programs. Nearly all active participants enrolled in these programs have secured housing subsidy vouchers. Most of the vouchers secured, allow for use outside of Santa Cruz County. However, transitioning a voucher to another jurisdiction requires a high-level of coordination and collaboration across geographic boundaries and government agencies. Many program participants are also reluctant to expand their housing search areas due to local support networks and preferences. The lack of available private rental market owners and property managers willing to rent to participants remains the primary barrier to helping participants secure permanent homes within Santa Cruz County.

All county operated COVID sheltering programs ended in June of 2022. However, the Rehousing Wave teams continue to work with their participants to secure permanent housing. As of the end of June 2022, there are 269 active participants enrolled in the three programs with 136 of them in permanent housing receiving ongoing supports.

Housing for Health staff are working with the Rehousing Wave teams and the Central California Alliance for Health to secure ongoing funding for their operations beyond FY 22-23. The teams will continue to provide housing navigation and tenancy sustaining services for individuals with disabilities receiving permanent supportive housing vouchers and in building-based supportive housing units.

Attachment D: Project Homekey Update

On September 9, 2021, the California Housing and Community Development Department (HCD) announced a Notice of Funding Availability (NOFA) of approximately \$1.45 billion in Homekey funding to sustain and rapidly expand the inventory of housing for people experiencing homelessness or at risk of homelessness. This NOFA represented the second round of Homekey funding released by the state. No entities submitted applications for projects in Santa Cruz County during the first NOFA.

Homekey is an opportunity for state, regional, and local public entities to develop a broad range of housing types, such as, hotels, motels, hostels, single-family homes and multifamily apartments, adult residential facilities, and manufactured housing and to cover conversion of commercial properties and other existing buildings to interim or permanent housing for the target population.

The Board authorized the submission of four collaborative project applications for the second round of Homekey funding. Table 1 below provides an overview of the authorized applications.

Table 1: Authorized Project Homekey Round 2 Applications

Board Authorization Date (2022)	Project Name	Co-Applicant	Project Address	Project Description	Maximum Authorized Request
January 11	801 River St.	Housing Matters	801 River St., Santa Cruz, 95060	7 supportive housing units in commercial to residential building	\$4M
January 25	Park Haven Plaza	2838 Park Ave., LP	2838 Park Ave., Soquel, 95073	36 units of new modular construction supportive housing	\$13.5M
January 25	Step-Up in Watsonville	Shangri-La Industries, LP	1620 W. Beach St., Watsonville, 95076	95-unit hotel to supportive housing conversion	\$39M
January 25	Veterans Village	Veterans Hall Board of Trustees	8705 Highway 9, Ben Lomond, 95055	Hotel to veterans supportive housing conversion 20-units	\$10M

The Veterans Village project received notification of a \$6,425,000 Homekey award on April 25, 2022. The Park Haven Plaza project received a notification of a \$10,660,000 Homekey award on June 1, 2022. The Step-Up in Watsonville project received notification on July 18, 2022 that the project proposal failed to meet Homekey threshold requirements for application completeness and adequate demonstration of financial

commitments and capacity. As of July 20, 2022, the 801 River St. project has not received formal notification of an award or denial of funding.

Separate actions related to executing formal agreements and creating financing structures for the Veterans Village and Park Haven Plaza projects will be brought to the Board for consideration given their award notifications. Housing for Health staff anticipate the 801 River St. project will receive a Round 2 Homekey award in the next few months. HCD staff indicated that the County and Shangri-La Industries could resubmit an updated Round 3 Homekey project application in the fall of 2022 for Step-Up in Watsonville. Housing for Health staff will work with Shangri-La Industries, the current hotel site property owner, and other stakeholders to determine if all parties want to pursue a Round 3 application. The Board will need to authorize any Round 3 application submission on behalf of the County including a resubmission of an updated Step-Up in Watsonville proposal.

Housing for Health staff are working with CFSC, Inc. and Covenant House on a collaborative project to apply for Homekey Round 3 funding to create a 14-20 bed transitional housing program for youth experiencing homelessness. The project involves converting a closed children's residential treatment site program located at 2714 Freedom Blvd., Freedom, 95076 into a housing project for youth. The site has an existing county deed restriction in place to ensure the site is used for a public purpose. Staff will be requesting authorization to apply for Homekey funding for this project at a future Board meeting. This board memo includes a request to ratify a predevelopment funding agreement associated with this proposed project.

Housing for Health staff are also working with the City of Santa Cruz, Housing Matters, and Mid-Peninsula Housing to explore a potential Homekey Round 3 application for one or more projects on the Coral Street housing and services campus in the City of Santa Cruz. A design charette funded by the City of Santa Cruz for this location will help with determining the viability of a Homekey Round 3 application for the site.

Other potential projects may come to the attention of staff in the next several months. All Homekey Round 3 project application submissions will require prior Board authorization.

Attachment E: Ratify Contracts and Agreements

Over the past several months, Human Services Department (HSD) staff worked to execute contracts and agreements to further goals outlined in the Housing for a Healthy Santa Cruz Framework based on prior Board direction. These contracts and agreements are included in this Attachment for Board ratification.

At the March 22, 2022, meeting of the Board, HSD received approval to execute contracts focused on expanding resources to reduce evictions and prevent homelessness due to an anticipated end of statewide COVID-19 eviction protections. The statewide protections were extended to June 30, 2022. HSD, in partnership with the Health Services Agency and Planning Department, moved forward with finalizing eviction and homelessness prevention contracts. Funding for these agreements comes from a Public Health grant that supports COVID related housing infrastructure, local Emergency Rental Assistance Program (ERAP) administrative funds from Planning and HSD, and existing and available funds within the HSD Departmental budget.

The three eviction and homelessness prevention agreements for ratification are:

Contract # W4156. Community Bridges. \$300,000. June 1, 2022 – June 30, 2023. For prevention supportive services, mediation, and legal assistance.

Contract #W4157. California Rural Legal Assistance, Inc. \$200,000. June 1, 2022 – June 30, 2023. For prevention supportive services, mediation, and legal assistance.

Contract #W4116. Community Action Board of Santa Cruz County, Inc. \$1,110,400. June 1, 2022 – June 30, 2023. For flexible one-time housing-related financial resources for eviction and homelessness prevention and rehousing assistance.

The contracts were structured so that Community Bridges and California Rural Legal Assistance would provide follow-up support to households that applied for California Housing Is Key emergency rental assistance funding and needed additional support to secure the funding and retain housing. The contract with the Community Action Board was intended to create a centralized flexible pool of funding to provide one-time housing related financial assistance to help households resolve housing stability issues.

Table 1 below highlights data on the status of Housing Is Key requests from Santa Cruz County between April 14, 2022 and July 15, 2022. No new applications for funding were received after March 31, 2022. The April 14, 2022 data reflects a significant influx of applications partially processed in early April. The July 15, 2022 reflects close to final numbers on local dollars received from approved requests. The differences between April and July data highlight that many applications were deemed ineligible for payment between April and July. Once an application was deemed ineligible by the state program, the data was removed from the data set going forward. To date, the total funding distributed for Santa Cruz County by the state was over \$24.9M. This number

exceeds the County's specific allocation from the U.S. Treasury of \$18,839,233. The additional funding came from the state's direct allocation from the Treasury.

The provider organizations listed, and their partner agencies, helped local households update their applications and secure funding between March and June 2022. Work over the next twelve months will focus on helping these households sustain their housing, understand their tenant rights, and to avoid formal evictions in worse case scenarios.

Table 1: Santa Cruz County – Housing Is Key Emergency Rental and Utility Assistance Requests by Jurisdiction (April 14, 2022 and July 15, 2022)

Jurisdiction	Data Update Date	Total Requests	Total Requests Paid	Total Rent and Utility Assistance Requested	Total Rent and Utility Assistance Paid
Capitola	4/14/22	107	63	\$2,535,091	\$882,281
Capitola	7/15/22	78	77	\$1,530,145	\$1,156,080
City of Santa Cruz	4/14/22	812	478	\$14,655,195	\$4,654,672
City of Santa Cruz	7/15/22	557	554	\$8,577,241	\$5,824,499
Scotts Valley	4/14/22	87	53	\$1,519,640	\$743,921
Scotts Valley	7/15/22	66	66	\$1,121,776	\$768,464
Watsonville	4/14/22	888	503	\$9,661,109	\$3,796,283
Watsonville	7/15/22	630	625	\$7,215,837	\$4,951,648
Unincorporated	4/14/22	1,395	778	\$28,732,770	\$9,549,831
Unincorporated	7/15/22	936	928	\$17,370,288	\$12,260,999
County Totals	4/14/22	3,289	1,875	\$57,103,805	\$19,626,988
County Totals	7/15/22	2,267	2,250	\$35,815,287	\$24,961,690

In addition to these contracts, HSD executed a pre-development and Homekey planning agreement with CSFC, Inc. to complete work necessary for the submission of a Round 3 Homekey funding application. The funds will be used to complete environmental, physical needs, and architectural assessments and plans for a proposed 14-20 bed transitional housing program for youth experiencing homelessness at 2714 Freedom Blvd. in an unincorporated area near Watsonville. The site is a county deed restricted property previously used as a licensed children's residential care site. The lack of need and funding for the children's residential program resulted in its closure and an opportunity to convert the site to transitional housing.

The County is working with CFSC, Inc. and Covenant House, the service partner for the project, on a joint application for Homekey funding. HSD is requesting Board ratification of Contract #23B with CFSC, Inc. for \$99,500 for the period July 1, 2022 to December 31, 2022.

On June 7, 2022, the Board authorized HSD to submit a Homeless Housing Assistance and Prevention Round 3 (HHAP-3) grant proposal to the California Interagency Council on Homelessness. The HHAP-3 application required collaboration with local Medi-Cal managed care plans on their Homeless Housing Incentive Program (HHIP) application. The Central California Alliance for Health (Alliance) is the only Medi-Cal managed care entity for Santa Cruz County, so HSD partnered with the Alliance on their HHAP and HHIP applications. There are \$6,270,438 of one-time HHAP funding available for the County and local Continuum of Care. The Alliance can earn up to \$14,635,674 for meeting deliverable targets related to their HHIP plan submission. Completion of the HHAP and HHIP application documents required data sharing and collaboration between HSD and the Alliance. A one-time data sharing agreement between HSD and the Alliance was executed to allow for HMIS and Alliance data sharing for planning and grant preparation purposes. A copy of this data sharing agreement is included with this attachment for Board ratification.

Attachment F: HSA and HSD Supportive Housing RFP

HSA and HSD staff continue working collaboratively to explore ways to expand affordable and supportive housing for people at-risk of or experiencing homelessness in the County. On September 24, 2019, the Board of Supervisors approved Resolution # 213-2019 approving the County's participation in the one-time housing funds for Whole Person Care Pilots Funding Opportunity available because of AB 74, the Budget Act of 2019 (Chapter 23, Statutes of 2019). Santa Cruz County's funding allocation was \$2,642,337.19. The funds must be expended no later than June 30, 2025 and comply with "Housing First" principles as defined in California Welfare and Institutions Code Sec. 8255-8256. In the HSA letter of interest for this funding, the County identified the target population for these funds as individuals with a mental illness experiencing homelessness or at-risk of homelessness. The same letter indicating a desire to leverage these one-time funds with other initiatives and opportunities.

In 2021, HSD applied for and secured \$2 million of one-time Housing Disability Advocacy Program (HDAP) Strategic Investments Funds to use to create more supportive housing for the HDAP target population. HDAP funds from the California Department of Social Services and must be used to provide benefits advocacy and rapid rehousing services and subsidies for individuals experiencing homelessness with disabilities that have not yet been approved for Social Security disability benefits.

HSA and HSD leadership decided to release these funds through a competitive Request for Proposals (RFP) process that is appropriately timed to increase the likelihood of responses and leveraging of other state and federal funding opportunities among housing developers. The RFP will seek to identify one or more proposals for this funding resulting in the largest number of population-dedicated, high quality, and long-term affordable supportive housing units at the lowest price per unit. HSA and HSD will reserve the right to utilize funds for other alternative projects involving county land or property in the event of a lack of competitive application submissions.

Funding awards from this RFP process will require Board approval and deed restrictions on properties that receive Whole Person Care or HDAP funding. RFP release is anticipated between October and December 2022 but may be delayed if other funding or leveraging opportunities arise.

Housing for a Healthy Santa Cruz

Six-Month Work Plan Update January – June 2022

A Strategic Framework for Addressing Homelessness in Santa Cruz County



Board of Supervisors Presentation – August 9, 2022

Robert Ratner, MPH, MD

Director, Housing for Health

County of Santa Cruz Human Services Department



Presentation Overview



Six Month Plan Update



Affordable Housing & Homekey Update



PIT Count and Framework Goals



Prevention Efforts



Shelter and Rehousing Wave



Supportive Housing Funding

"Home is the place where, when you have to go there, They have to take you in."
— Robert Frost

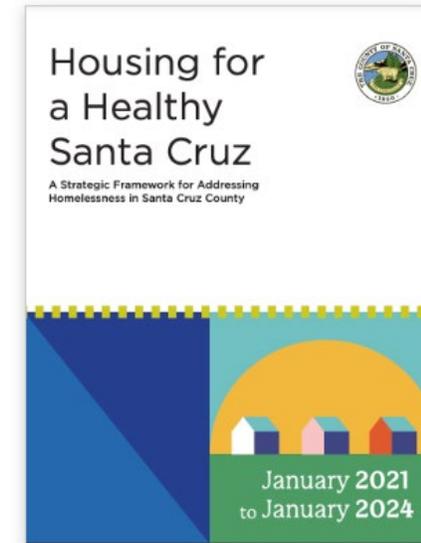


Six Month Plan Update (January – June 2021)

26 of 26 milestones partially or fully completed

Significant Accomplishments:

- Executed **\$1.6M** worth of contracts for eviction/homelessness prevention and flex funding
- Rehousing Wave – **145 households** moved to permanent homes
- **Collaboration with Central California Alliance for Health** to apply for funding and support CalAIM implementation
- Two of four **Project Homekey applications funded** for more supportive housing
- Implemented **2022 Point-in-Time (PIT) Count** of people experiencing homelessness
- Launched **new Continuum of Care (CoC) structure** – Housing for Health Partnership



Strategic Framework: Capacity Goals

Framework System Capacity Targets and Current Capacity

	Baseline	Framework Target	Current Capacity
Temporary Housing	440	600	387↓
Rapid Rehousing	140	490	194=
Permanent Supportive Housing	500	600	792=
Very Low-Income Affordable Housing	Not Established	+734 (RHNA Goal) new units	+151↑



Strategic Framework: Outcome Goals (2022 Point-in-Time Count Data Highlights)

Goal by January 2024:

50% reduction in “unsheltered” homelessness and 25% reduction in overall homelessness.

2019 to 2022 Point In Time Count Trends by Population

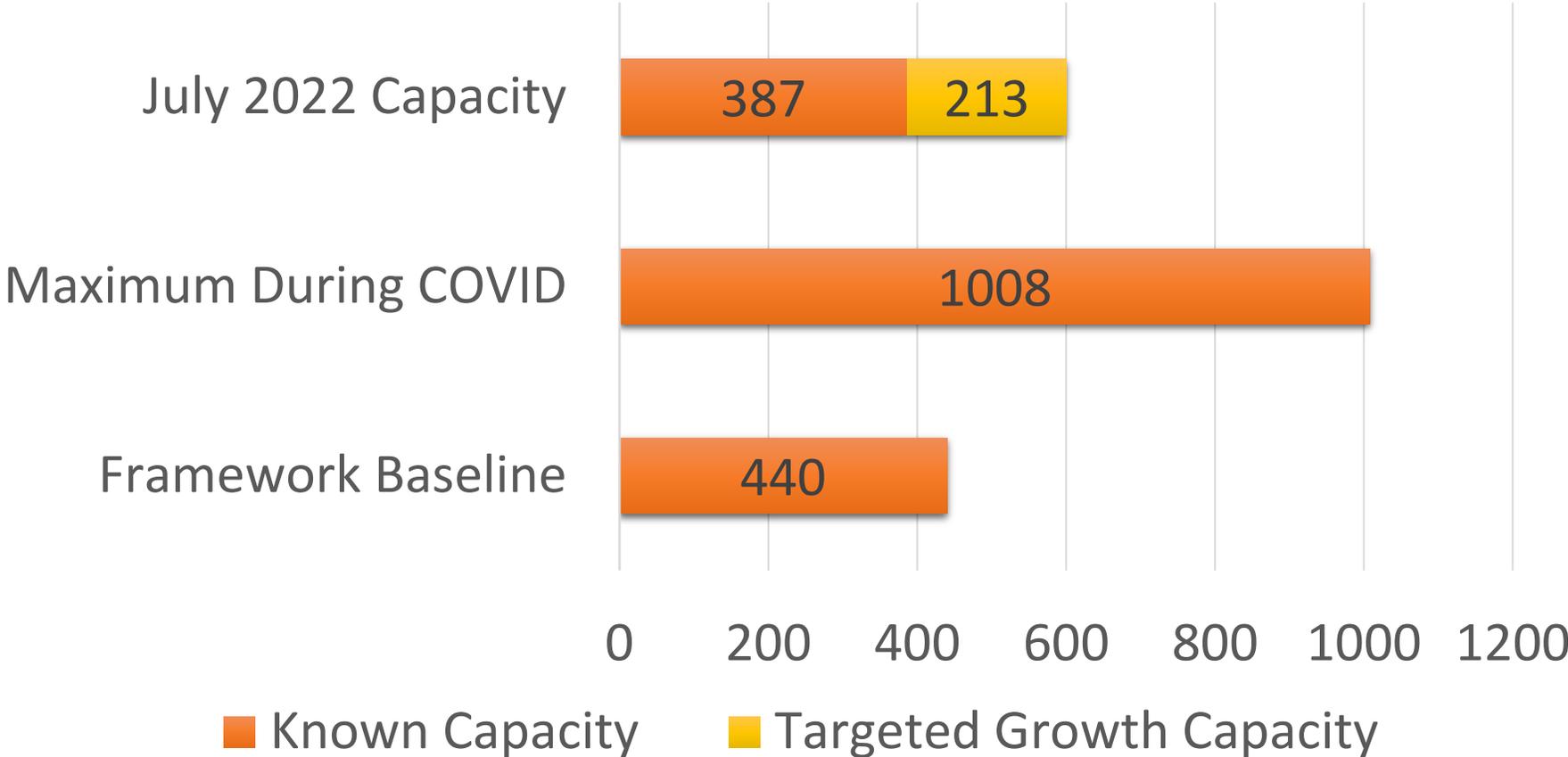
Population Group	“Unsheltered”	Overall
Families with Children	94%↓	59%↓
Youth (18-24 yo)	61%↓	61%↓
Adults Only (25 and older)	74%↑	41%↑
Overall (All Populations)	4%↑	6%↑

“Adults Only” increases were primarily among veterans, seniors, and people with disabilities and long or repeated episodes of homelessness.



Shelter and Transitional Housing Capacity

Santa Cruz County - Emergency Shelter and Transitional Housing Bed Capacity Over Time





- Three Strength-Based Care Management and Housing Navigation Teams
(County, Abode, Housing Matters)
- Real Estate Partnership Program
(Abode)
- Flexible Rehousing Funding
(Community Action Board)
- Housing Authority Permanent Housing Subsidies
- Vets Hall Board of Trustees C.A.R.E. Packages

13 months of operations....

- 323 people served by teams to date
- 145 moved into permanent homes

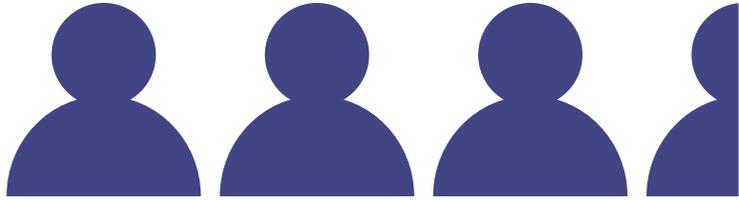
Emergency Housing Voucher (EHV) Update:

- 441 households with Housing Authority EHV's;
167 using them; rest in process or searching

BIGGEST CHALLENGE: Available Rental Units



Housing Affordability Gap (2022)



Average Santa Cruz Renter needs 3.1 full-time jobs...*(highest in U.S.)*



Two-Bedroom Apartment at Fair Market Rent

Housing Wage for 2-bedroom apartment at Fair Market Rent in 2021 = **\$58.10/hour** *(3rd highest in U.S. after San Francisco and Santa Clara counties)*



Housing Wage for 2-bedroom apartment at Fair Market Rent in 2022 = **\$60.35/hour** *(2nd highest in U.S. after San Francisco)*

“Out of Reach 2022” National Low ⁶⁹Income Housing Coalition Data



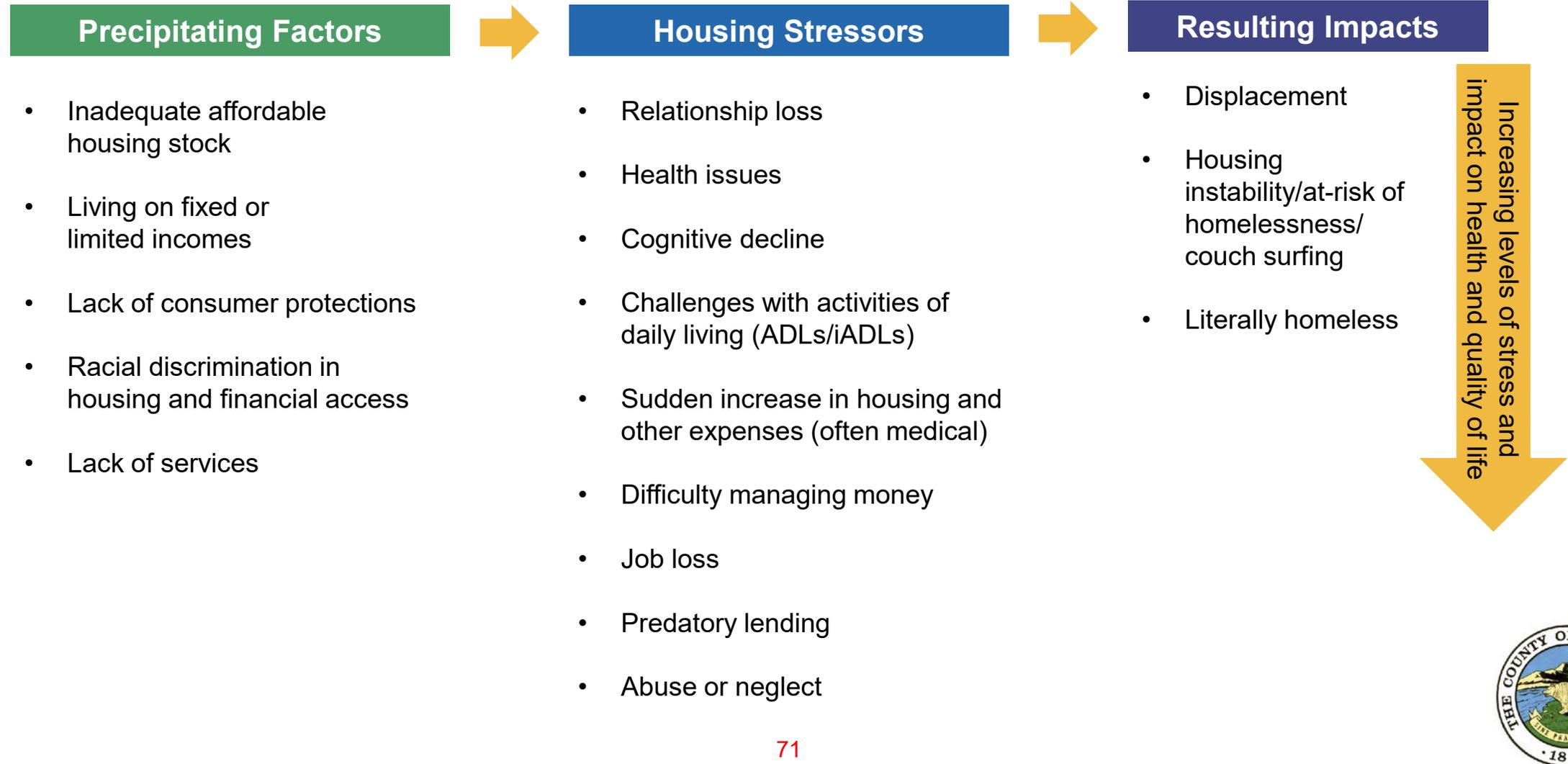
Housing Affordability Gap - Progress

Regional Housing Needs Allocation (RHNA) Central County Comparisons for Very Low-Income Unit Production as of December 2021

County	County Total Population (2018)	Very Low Income (VLI) RHNA Housing Goal	Current # of Building Permits Issued for VLI Housing
San Benito	61,537	520	4 (0.8%)
Santa Cruz	274,255	734	153 (21%)
Monterey	435,594	1780	725 (40.7%)
San Luis Obispo	284,010	1020	498 (49%)



Housing Affordability Gap - Impacts



Creating More Affordable Housing: Project Homekey



Homekey

Bringing California Home

Competitive state funding to create more housing for those experiencing or at-risk of homelessness

Round 1

(July 2020)

No applications submitted

Round 2

(Sept. 2021)

4 applications submitted

Round 3

(Oct. 2022 anticipated)

1+ applications planned

Round 2 Funding Status

4 applications:

\$53.5M for 155 new units

Awards to Date

- **Veterans Village** = \$6,425,000; 20 units for homeless veterans
- **Park Haven Plaza** = \$10,660,000; 36 units for youth, families, and veterans

Award Decision Pending

- **801 River St., Santa Cruz**

Award Denial – Appeal Pending

- **Step-Up in Watsonville**



Creating More Affordable Housing: Local Funds

Health Services Agency – Whole Person Care Housing Funding

- \$2.64M to create supportive housing for individuals with a mental illness experiencing homelessness



Human Services Department– Housing Disability Advocacy Program (HDAP)

- \$2M to create more supportive housing for individuals with disabilities experiencing homelessness



**Planned collaborative
Request for Proposals (RFP)
\$4.64M**

Investment priority = largest # of long-term supportive housing units for target populations at the lowest cost per unit (leveraging)



Six-Month Plan Highlights (July – December 2022)

Build Coalition

- Manage local HUD funding process
- Partnership with Central California Alliance for Health on implementation of CalAIM housing-related community supports
- Establish and move toward implementation of new coordinated entry policies and procedures

Prevent Homelessness

- Grow and improve centralized one-time flexible housing assistance fund
- Re-launch Home Safe to protect seniors and people with disabilities with maintaining or securing housing
- Support eviction and homelessness prevention and tenant outreach and education efforts

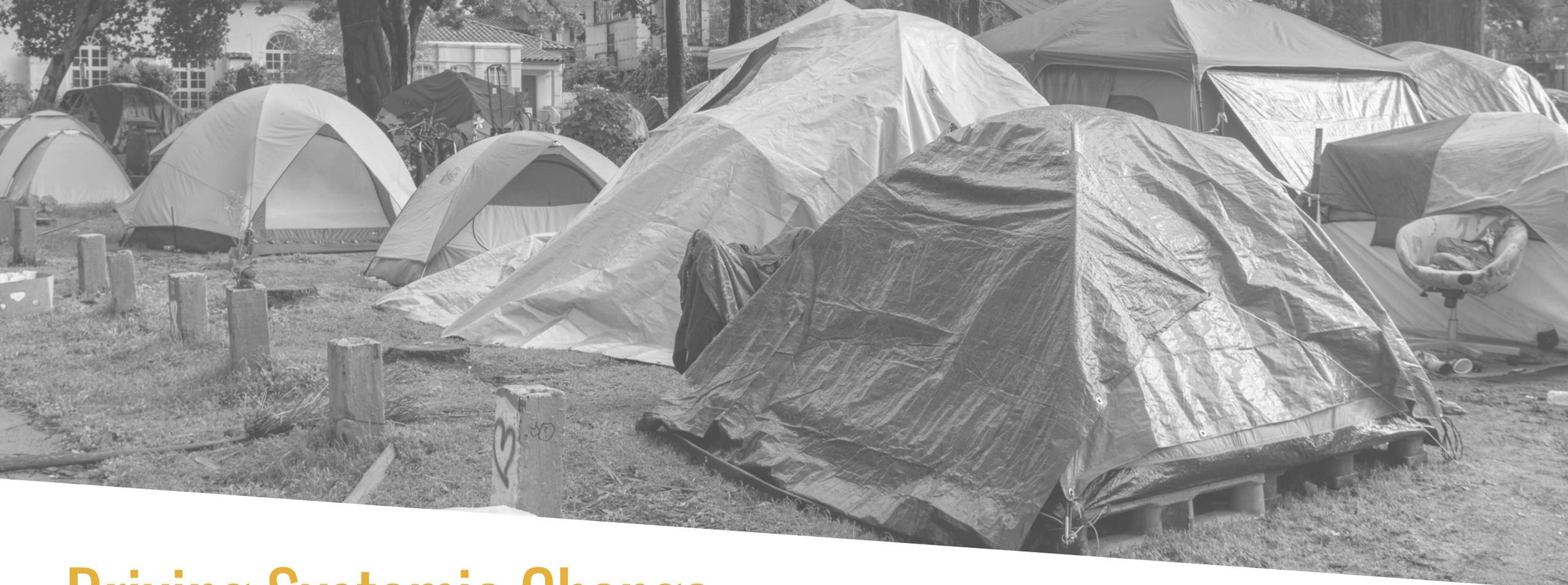
Increase Connections

- Coordinate outreach and services to unhoused individuals living in San Lorenzo Park in the City of Santa Cruz and create new team for unincorporated areas of the County
- Work to expand temporary housing capacity – health-focused recuperative care/shelter and transition-age youth transitional housing

Expand Permanent Housing

- Secure more permanent housing funding – HUD, Project Homekey
- Support Project Homekey projects through award and construction project phases
- Prepare RFP for permanent supportive housing funds





Driving Systemic Change

FRAMEWORKS FOR TRANSFORMING HOMELESS SERVICES IN YOUR COMMUNITY

HOW TO SOLVE
HOMELESSNESS



Greetings,

My name is Andrew Hening. I have spent the last 12 years working to end homelessness in the San Francisco Bay Area. As the Principal of Andrew Hening Consulting, LLC, and the creator of www.howtosolvehomelessness.org, my goal is to take everything I have learned from over a decade of providing front-line street outreach, managing a growing nonprofit, and serving in an executive-level leadership role in local government to help communities implement proven solutions for ending homelessness. To that end, this guide will walk you through frameworks I have developed for more effectively responding to this crisis.

Disclaimer

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The Modern Homelessness Crisis

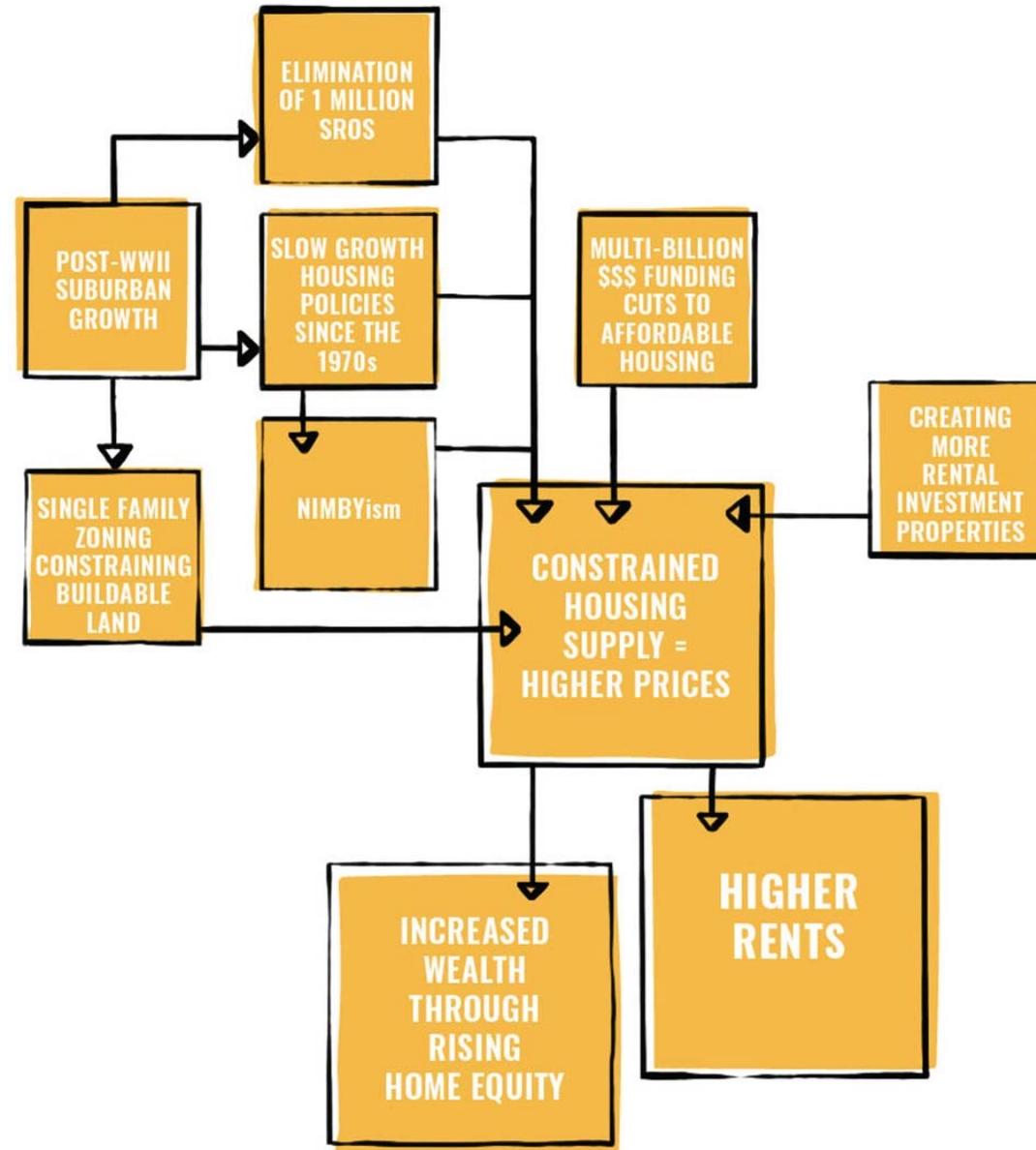
Homelessness is a very old problem in this country, yet it has manifested in different ways for different reasons throughout our history.

We are currently living through a distinct period of homelessness that began in the early 1980s, which I refer to as "The Modern Homelessness Crisis."

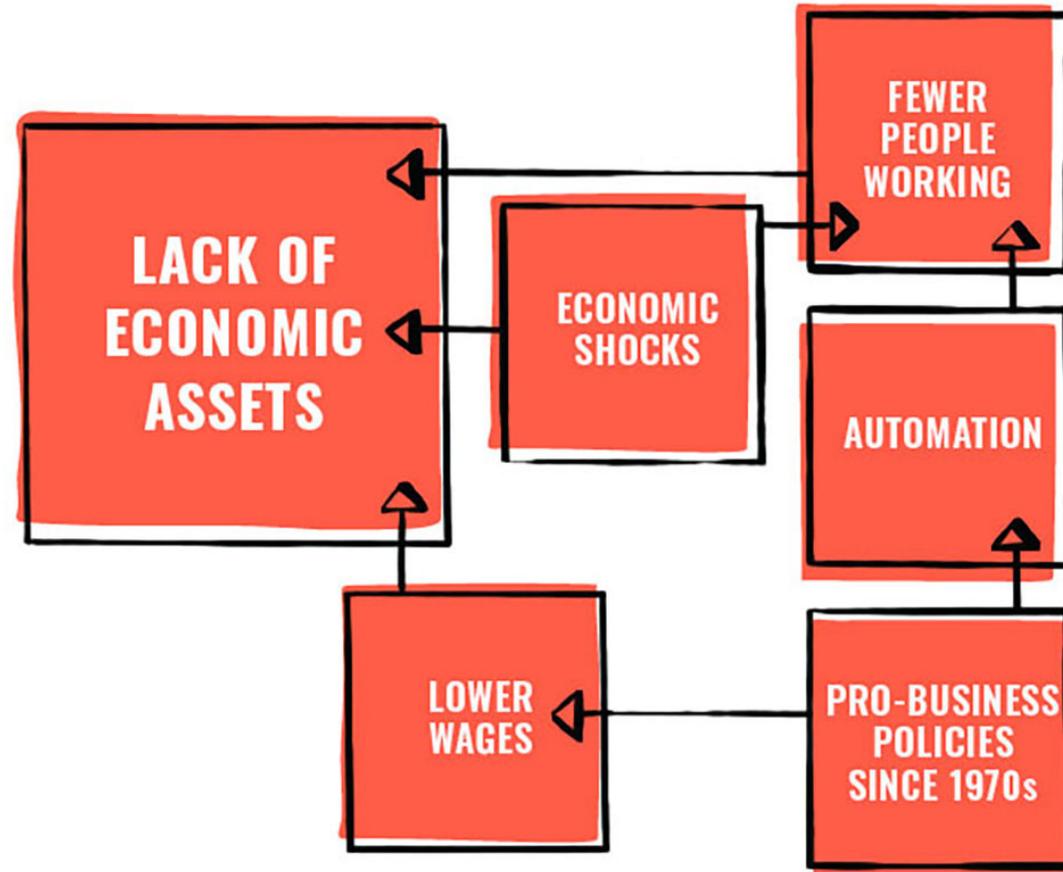
The Modern Homelessness Crisis is characterized by growing economic inequality and significant numbers of unsheltered, disabled persons.

The following slides provide systems maps illustrating the various and interconnected causes of The Modern Homelessness Crisis.

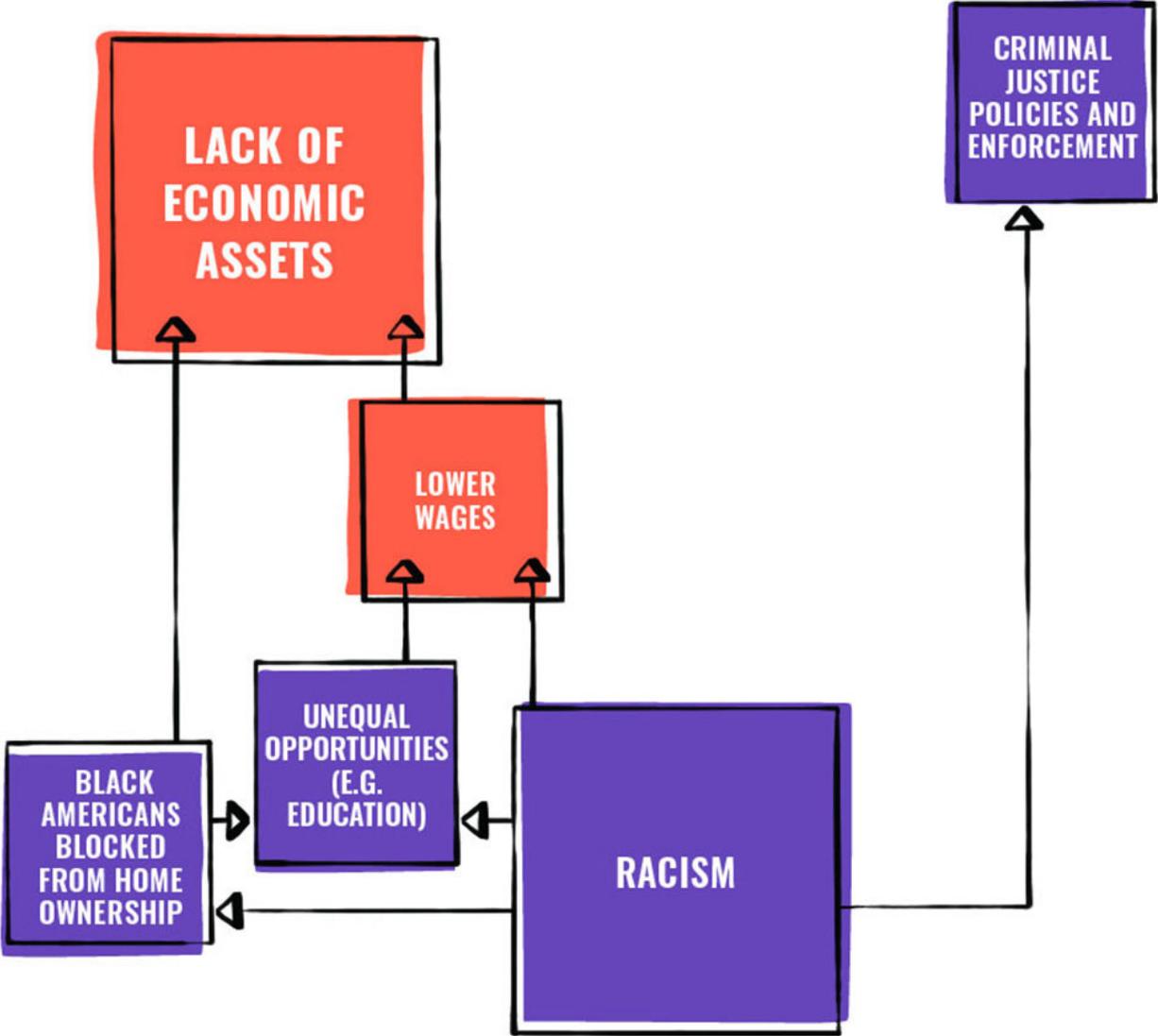
Rising Rental Prices



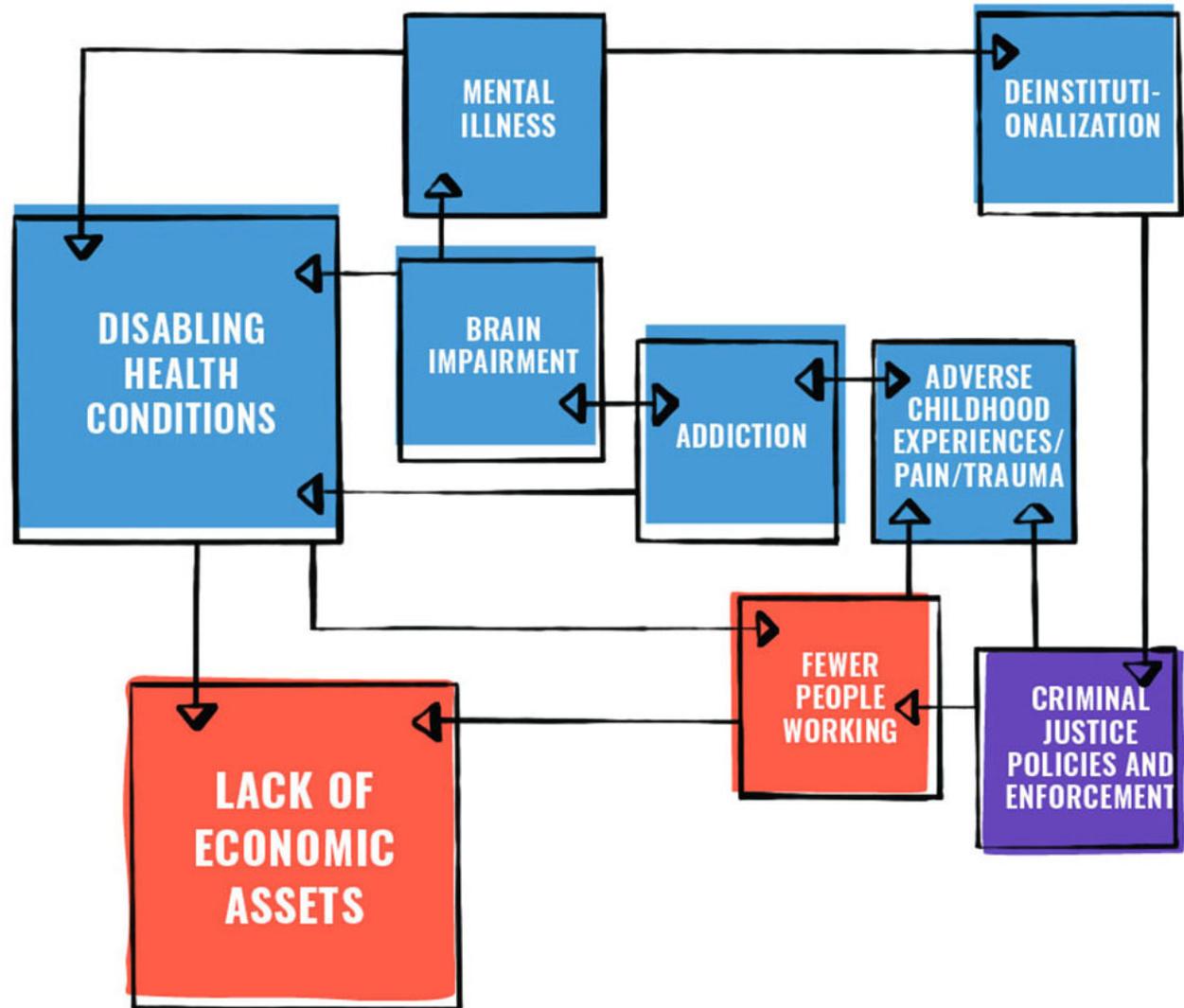
Diminishing Economic Resources



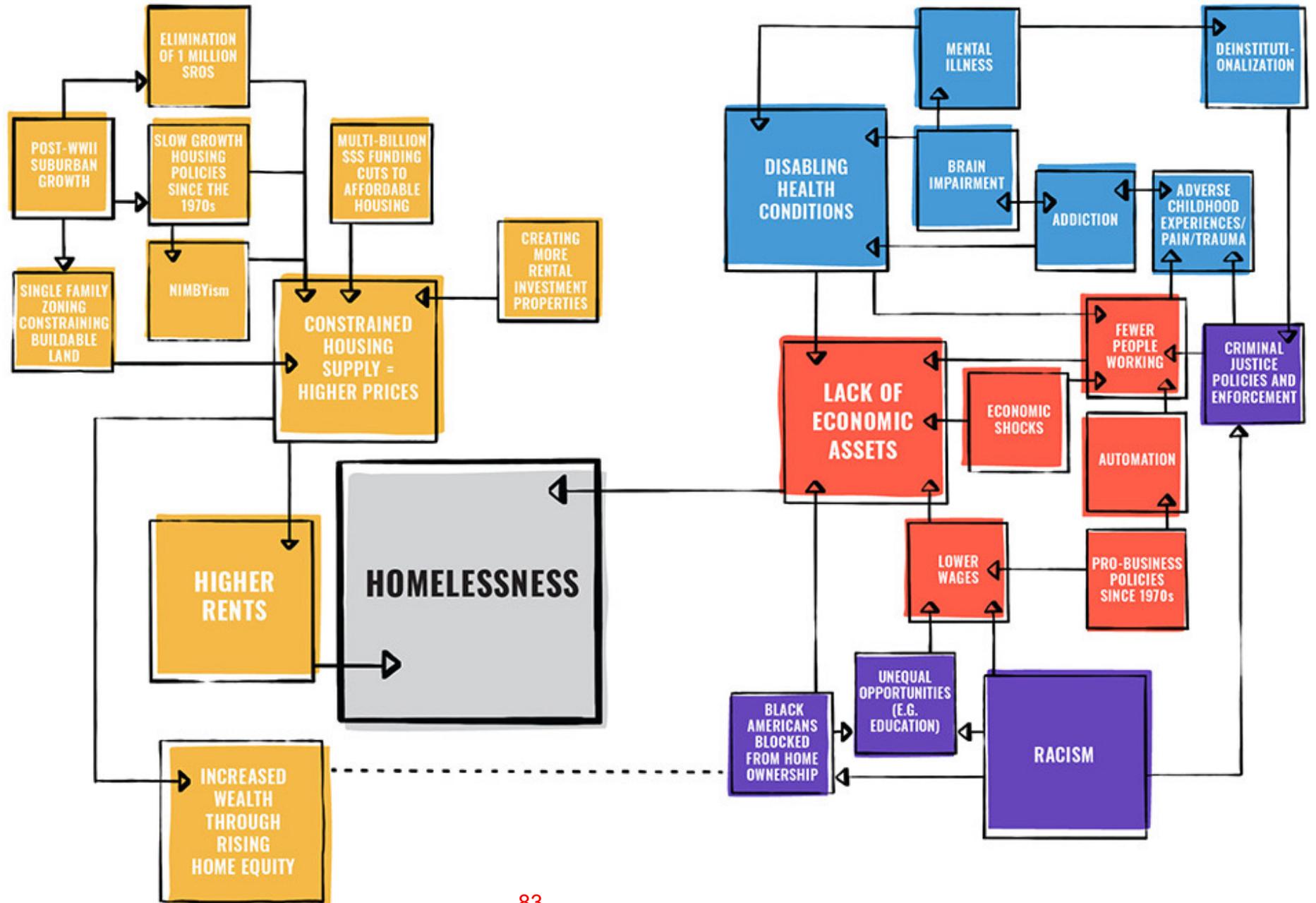
Systemic Racism



Behavioral Health Challenges



The Full Map



STEP: A Template for a More Connected System of Care

STEP is a framework to help communities visualize the building blocks for an effective pathway to housing.

S – Systems: The conditions that are making it more likely for a personal crisis to result in homelessness

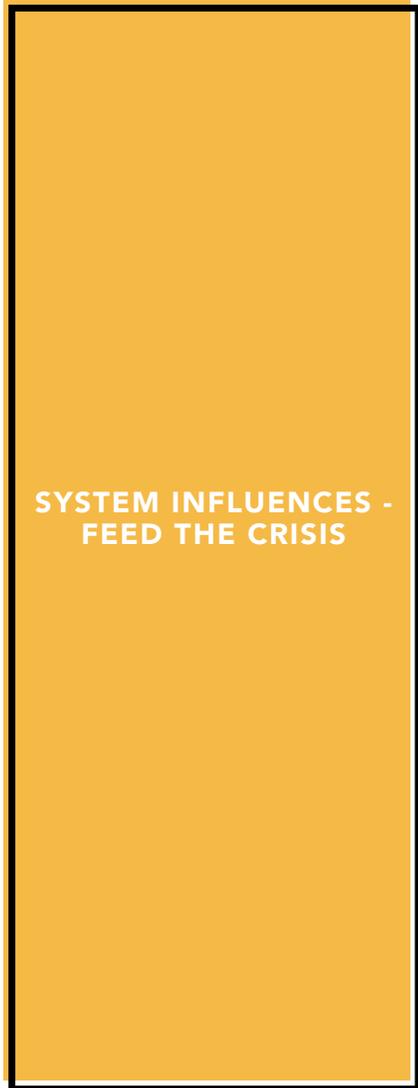
T – Triage: Creating a crisis response system that can quickly prevent and divert people from homelessness

E – Engagement: Having a clear process for identifying and coordinating care for people who are currently homeless

P – Placements: Orienting every point of engagement towards permanent (or temporary then permanent) housing

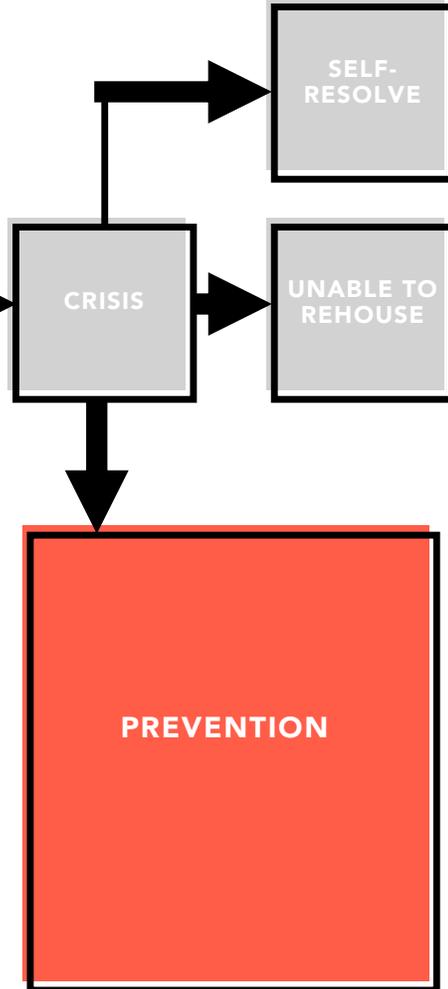
S

SYSTEMS



T

TRIAGE



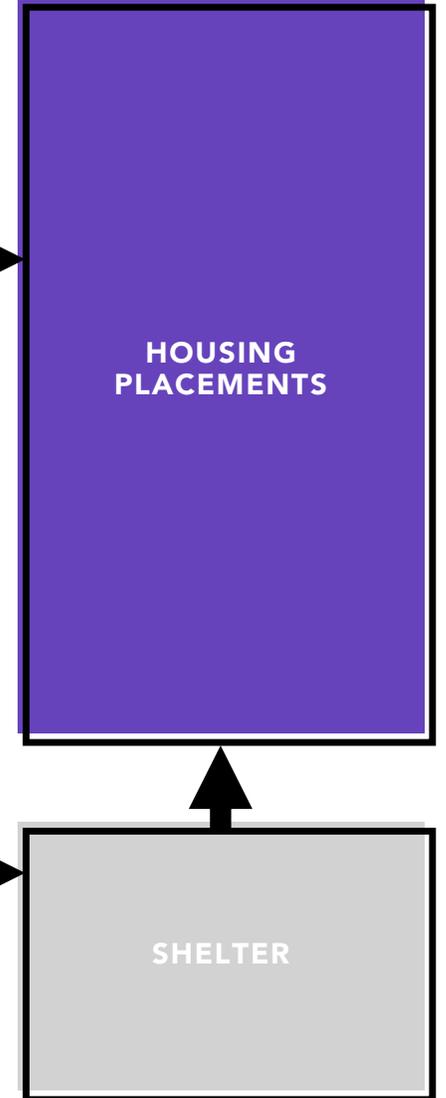
E

ENGAGEMENT



P

PLACEMENT



S

SYSTEMS

COST OF LIVING	
COST OF HOUSING	FINANCES
Production	Living Wage
Preservation	Income Supports
Protection	Lack of Education
BEHAVIORAL HEALTH	
Mental Health Services	Affordable Drug / Alcohol Treatment
DOMESTIC VIOLENCE	
PERSONAL HARDSHIP	
Divorce	Family Conflict
Bankruptcy	Roommate Conflict
Foreclosure	Natural Disaster
UNIQUE NEEDS	
BIPOC	Foster Youth
Seniors	Reentry
LGBTQ	Veterans

T

TRIAGE



E

ENGAGEMENT

COORDINATION	
Project Manager	By-Name-List
Release of Information	Shared Data Tracking
Open HMIS System	Inter-disciplinary
STREET OUTREACH	
Outreach Teams	Cahoots
Street Medicine	Proactive First Responders
DROP-IN SERVICES	
Meals / Pantry	Showers
Clothing	Laundry

P

PLACEMENT

PERMANENT HOUSING	
SUPPORTIVE HOUSING	ONE-TIME ASSISTANCE
RAPID REHOUSING	HOUSING VOUCHERS
BELOW MARKET RATE UNITS	"STEP DOWN" / TURNOVER
LANDLORD ENGAGEMENT	HOME-SHARING / ADUs / JADUs
INTENSIVE CARE	
Drug / Alcohol Treatment	Skilled Nursing Facility
Conservatorship	Psychiatric Facility
FAMILY & FRIENDS	
SHELTER	
Congregate	Non-Congregate
Hotel / Motel Vouchers	Safe Parking
Safe Sleeping	Seasonal

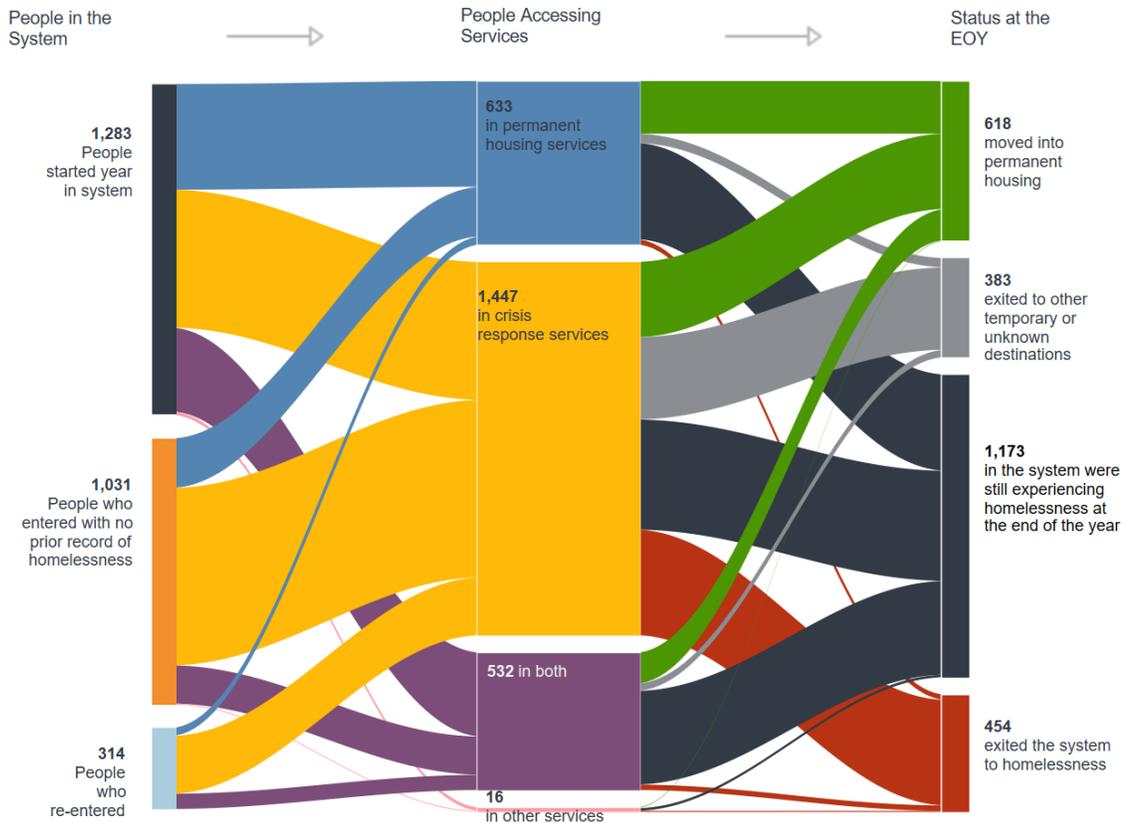
CALIFORNIA HOMELESS DATA INTEGRATION SYSTEM (HDIS) – PROGRESSION OF PEOPLE EXPERIENCING HOMELESSNESS THROUGH SYSTEM

Inflows and Outflows Progression Through Services

Annual Snapshot: Progression of People Experiencing Homelessness through CA-508

Select a Calendar Year
2021

During 2021, **2,628** people were in CA-508 experiencing homelessness (People in the System), accessed a variety of services (People Accessing Services) and either continued to access services or exited the CoC at the end of the year (Status at the EOY).



Source: HDIS
 This visualization shows services accessed by people during only the calendar year in question. People in the visualization may have accessed different services in earlier and/or subsequent years.
 In order to accurately calculate the number of people who entered the system with no prior record of homelessness based on the previous 24 months, data for this dashboard are only available beginning in 2018. People in Other Services includes project types of 'null' and 'unknown.'

Note: ".Full Download - Annual Snapshot Progression Through Services" is the recommended data download option.

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Data Download

CALIFORNIA HOMELESS DATA INTEGRATION SYSTEM (HDIS) – PROGRESSION OF PEOPLE EXPERIENCING HOMELESSNESS THROUGH SYSTEM

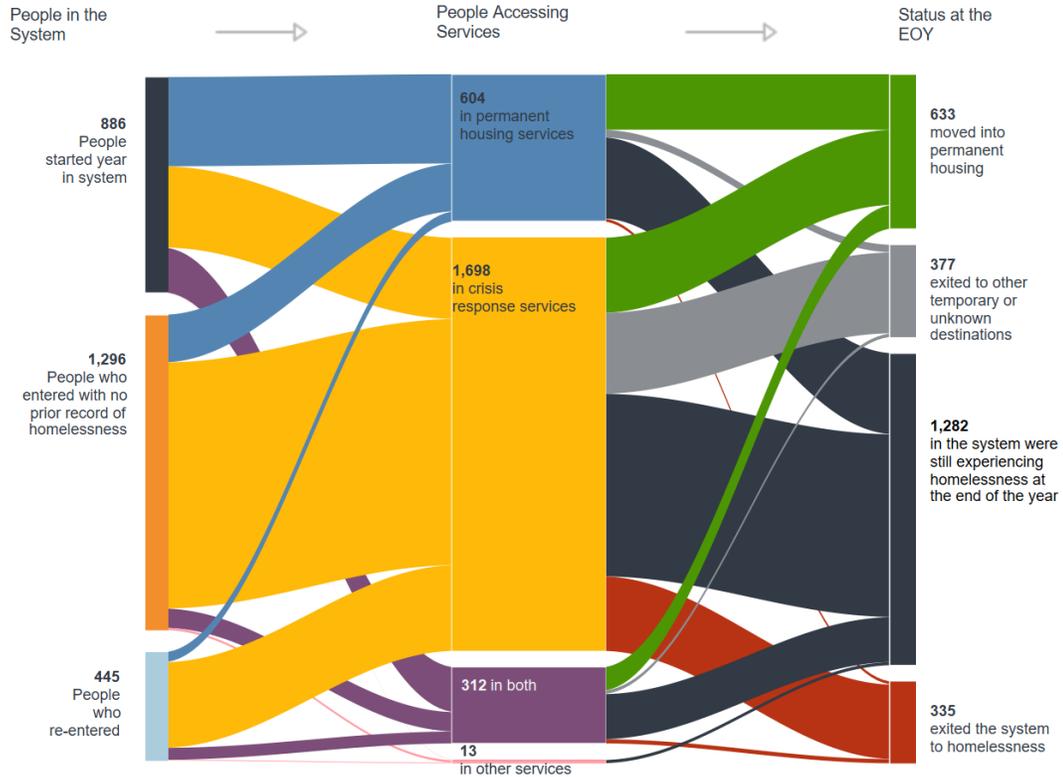
Inflows and Outflows

Progression Through Services

Annual Snapshot: Progression of People Experiencing Homelessness through CA-508

Select a Calendar Year
2020

During 2020, **2,627** people were in CA-508 experiencing homelessness (People in the System), accessed a variety of services (People Accessing Services) and either continued to access services or exited the CoC at the end of the year (Status at the EOY).



Source: HDIS

This visualization shows services accessed by people during only the calendar year in question. People in the visualization may have accessed different services in earlier and/or subsequent years.

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CALIFORNIA HOMELESS DATA INTEGRATION SYSTEM (HDIS) – PROGRESSION OF PEOPLE EXPERIENCING HOMELESSNESS THROUGH SYSTEM

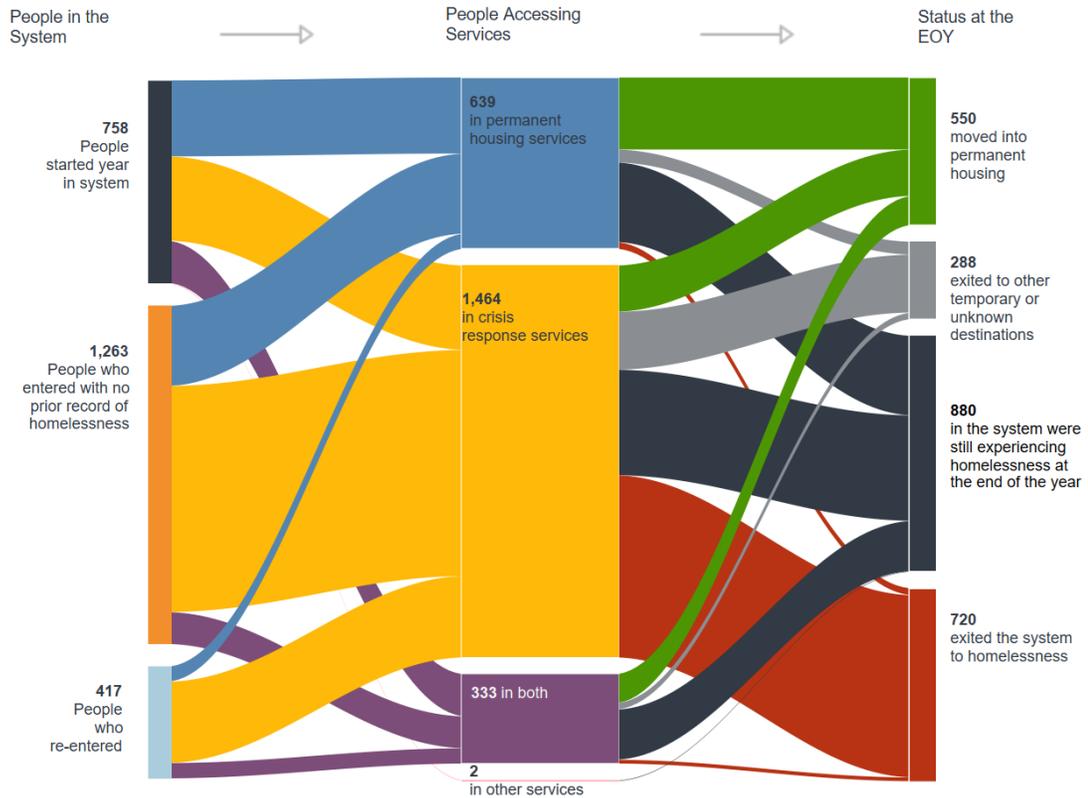
Inflows and Outflows

Progression Through Services

Annual Snapshot: Progression of People Experiencing Homelessness through CA-508

Select a Calendar Year
2019

During 2019, **2,438** people were in CA-508 experiencing homelessness (People in the System), accessed a variety of services (People Accessing Services) and either continued to access services or exited the CoC at the end of the year (Status at the EOY).



Source: HDIS

This visualization shows services accessed by people during only the calendar year in question. People in the visualization may have accessed different services in earlier and/or subsequent years. In order to accurately calculate the number of people who entered the system with no prior record of homelessness based on the previous 24 months, data for this dashboard are only available beginning in 2018. People in Other Services includes project types of 'null' and 'unknown.'

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