



# FY 2021-22 Annual Report

*Serving people in need in Santa Cruz County*



## **Our Vision:**

Every child, adult, and family in Santa Cruz County is safe, healthy, and financially secure.

## **Our Mission:**

We strengthen our community by protecting the vulnerable, promoting self-sufficiency, alleviating poverty, and improving the quality of life.

## **We Value:**

- ◆ Excellent Service
- ◆ Compassion
- ◆ Integrity
- ◆ Partnerships
- ◆ Effective Practice

## **We Are:**

Dedicated to making a difference.





## FY 2021-22: Serving Our Community



**89,676**

Provided Medi-Cal benefits to 89,676 county residents



**38,211**

Provided CalFresh benefits to 38,211 county residents



**1,586**

Served 1,586 adults through Adult Protective Services



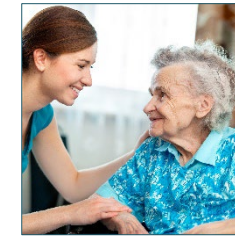
**147**

147 children on average were in an “out-of-home” placement every month



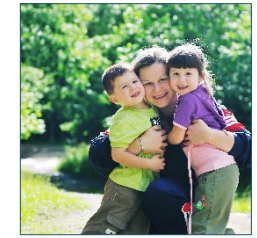
**1,335**

1,335 individuals received employment support services



**3,370**

Provided In-Home Supportive Services to 3,370 seniors and dependent adults



**20**

Provided 20 children a permanent home through adoptions



**1,470**

Assisted 1,470 Veterans in receiving benefits



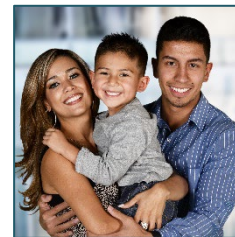
**\$51.9 Million**

Provided \$51.9 Million in CalFresh benefits



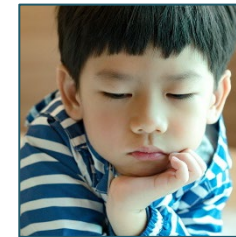
**\$11.4 Million**

Provided \$11.4 million in temporary cash assistance to families in need



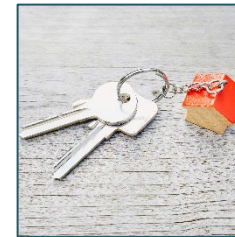
**1,597**

Served 1,597 families through CalWORKs



**2,096**

Responded to 2,096 allegations of abuse to children



**446**

Permanently Housed 446 households experiencing homelessness



**618**

Assessed 618 households experiencing homelessness for housing and sheltering programs

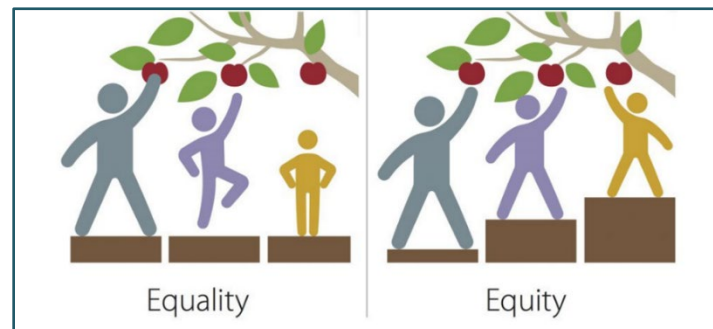
## Addressing Equity and Racism

In 2020, the County of Santa Cruz declared racism a public health crisis and directed county departments to expand understanding of racism and how it affects individual and population health. In Fiscal Year 2021-2022 the Human Services Department (HSD) has continued taking steps to increase understanding of equity and racism in its programs and is committed to addressing equity issues in its programs and related systems.

### Addressing Equity

Over the past year HSD has worked to better address issues of racism and equity through the following strategies:

- **Assessment of Disaggregated Data:**
  - Expanded an on-demand reporting system that provides demographics information on specific populations served by HSD to include individuals and households experiencing homelessness
  - Analyzed data and held regular meetings to consider demographics in each area of service
  - Included disaggregated data in the FY 21-22 Public Annual Report
- **Targeted Training and Supports:**
  - Continued Racial Equity and Inclusion in the Workforce training with all staff
  - Continued a dialogue amongst Directors to increase awareness and insight into issues of equity in management decisions
  - Utilized resources from the Government Alliance on Race and Equity (GARE) to understand strategies to address systemic racism in government
- **Continued Examination of Equity within the Child Welfare System (CWS):**
  - Continued the Family and Children's Racial Equity Core Team to identify and address issues of equity within CWS
  - Explored child welfare data with an equity lens
  - Engaged in equity dialogues with all staff to understand and address privilege and oppression in CWS



## Responding to COVID-19: Shelter and Support

HSD, in partnership with the County Administrative Office, Office of Emergency Services, Health Services Agency, other local jurisdictions, and community-based organizations, coordinated the County’s efforts to minimize risk of exposure to COVID for individuals experiencing homelessness. From March 2020 to June 2022, the county used one-time and FEMA funding to **shelter 1,441 individuals in 1,282 households**. In June 2022, all county operated COVID sheltering programs ended, however, the Rehousing Wave teams are working to secure permanent housing for individuals.

### County Operated COVID-19 Shelters

### Sheltered / Capacity in FY 21-22

### Ethnicity and Gender of Sheltered in FY 21-22

**2 Semi-Congregate Shelters** for adults without housing so they may safely shelter in place.

27 people/  
106-beds

**6 Non-Congregate Shelters** that allow positive COVID, COVID exposed, or high-risk individuals without housing a safe place to shelter in place.

607 people/  
275-beds

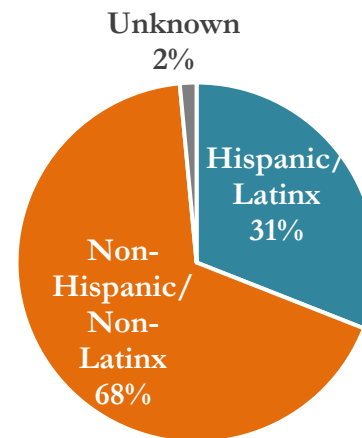
**1 Safe Sleeping Encampment** for adults without housing so they may safely camp in place with staffing supports.

40 people/  
36-beds

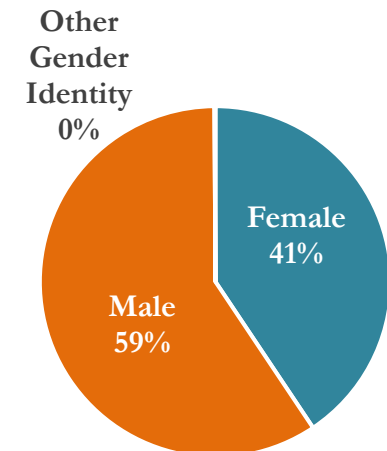
**1 Shelter for Transition Age Youth** experiencing homelessness (ages 1-24) that provides a safe space to shelter in place.

18 people/  
23-beds

#### Ethnicity



#### Gender



*“By the time this whole process for me is done, I will be in my forever home. ...I don’t want to be homeless ever again...It has been a long road...I haven’t lost hope and faith and the reason for that has a lot to do with people here in this place. I don’t know where I would be without having had the opportunity that I have been given here.” -Shelter Guest*

As a result of COVID-19, H4H worked and continues to work with impacted individuals on a Rehousing Wave with the following components for impacted individuals:

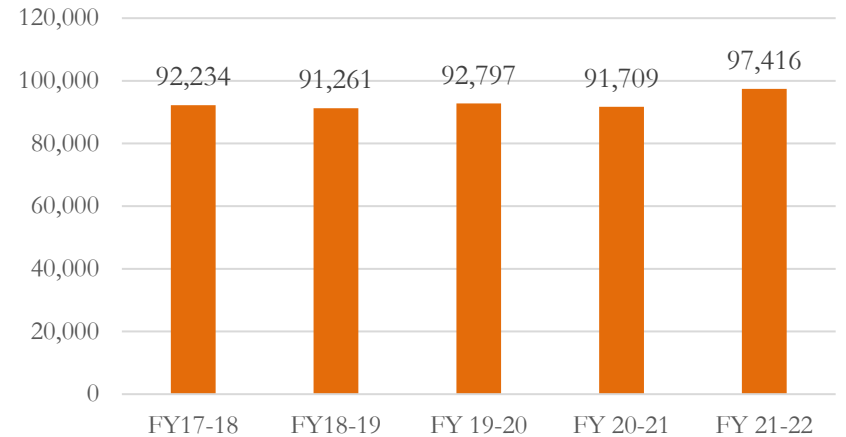
- 3 new care management and housing navigation teams
- Over 330 housing authority voucher/subsidies
- A real estate partnership program to identify private housing options
- Flexible rehousing financial assistance
- Since launching program operations in May 2021, the three Rehousing Wave teams have served over 323 people and 145 have obtained permanent housing.

## Employment and Benefits Services Division: Access to Public Benefits

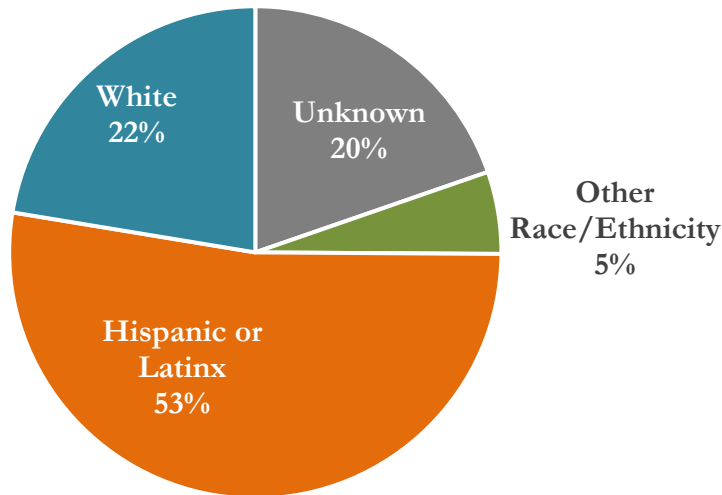
In FY 2021-22, the Employment & Benefits Services Division (EBS) provided public benefit assistance to 97,416 unique individuals representing over 51,648 households served through:

- ◆ Medi-Cal
- ◆ CalFresh
- ◆ CalWORKs
- ◆ General Assistance
- ◆ Foster Care/Adoption Assistance Program

Number of Unduplicated Individuals Receiving Benefits



Race/Ethnicity of Individuals Receiving Benefits



**Over the course of FY 2021-22, one-third of all Santa Cruz County residents received benefits from one or more of HSD's public assistance programs**

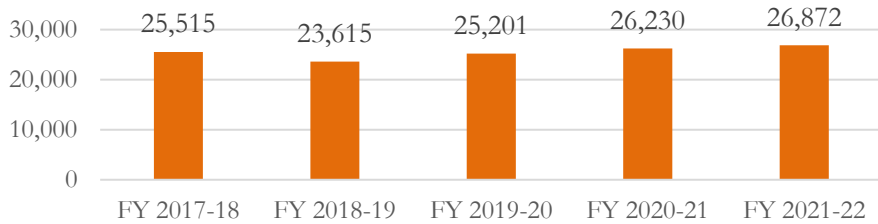
## Employment and Benefits Services Division: Food and Medical Care

### CalFresh

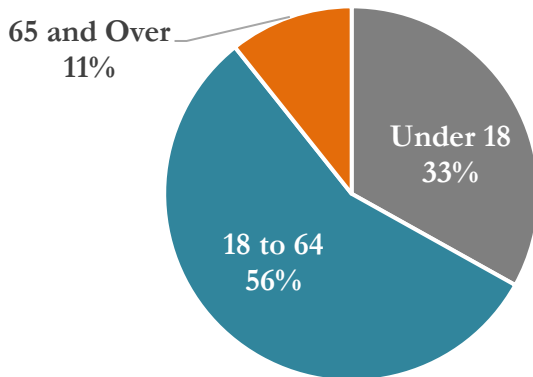
CalFresh, nationally known as the Supplemental Nutrition Assistance Program (SNAP), serves as Santa Cruz County residents' first line of defense against hunger and poor nutrition.

- ◆ On January 1, 2021 because of the COVID emergency CalFresh rules changed so that the maximum CalFresh grants could be given to households to help families put food on their table.
- ◆ The County issued \$51.9 million in CalFresh benefits in FY 20-21
- ◆ On average, households received \$256 each month in benefits

Average Monthly Number of Individuals Receiving CalFresh



Age of Individuals Receiving CalFresh

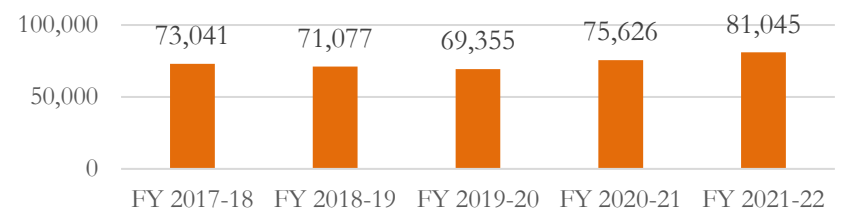


### Medi-Cal

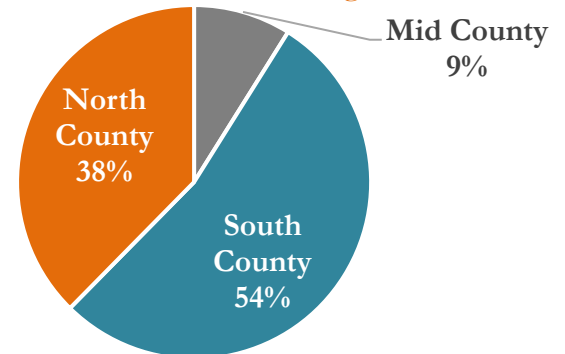
This program provides health coverage for low-income families and individuals.

- ◆ Due to the pandemic, resident's requirements to renew their Medi-Cal benefits were relaxed making it easier for residents to maintain their health benefits
- ◆ Beginning in April 2022, Medi-Cal postpartum coverage was extended to 12 months. This means Medi-Cal coverage will continue regardless of income changes, citizenship, or immigration status.

Average Monthly Number of Individuals Receiving Medi-Cal



Location of Individuals Receiving Medi-Cal\*



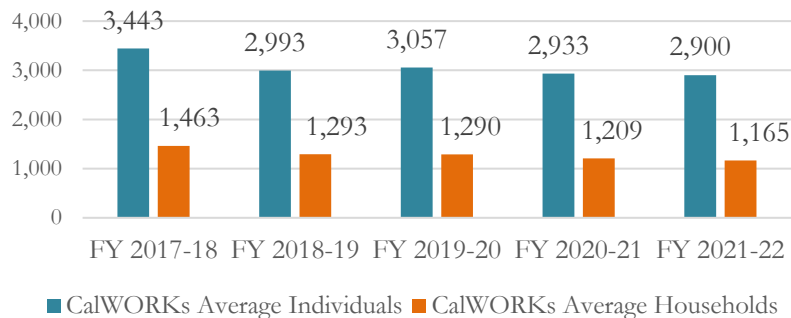
\*Percentages add to more than 100% due to rounding

## Employment and Benefits Services Division: Income and Employment Services

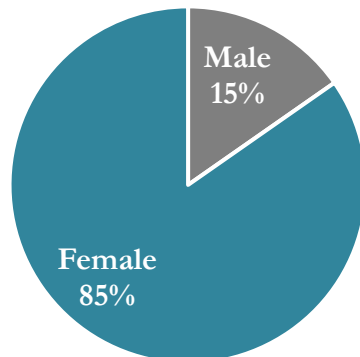
The **California Work Opportunity and Responsibility to Kids (CalWORKs)** program offers temporary cash assistance to families with children living in extreme poverty. Eligible parents/caretakers may also participate in education, training, or work activities.

- ◆ Beginning in May 2022, adults are now eligible to receive CalWORKs benefits for up to 60 months, increased from 48 months
- ◆ A one-time payment of \$640 was issued to CalWORKs families to help with added costs due to the pandemic
- ◆ In 2022, CalWORKs income limits increased, meaning more very low income families could qualify for the program

Average Monthly Number of CalWORKs Households and Individuals



Gender of Head of Household Receiving CalWORKs



**Welfare to Work, or CalWORKs Employment Services** provide services to help underemployed and unemployed parents/caretakers learn new work skills and obtain work, so they can support their families. In FY 2020-21, 1,335 individuals received employment support services. CalWORKs Employment Services include:

- ◆ Childcare
- ◆ Substance use and mental health services
- ◆ Job training and educational assistance
- ◆ Transportation
- ◆ Subsidized employment
- ◆ Housing

**Approximately \$11.4 million in CalWORKs cash aid benefits and \$1.9 million in childcare benefits were disbursed, totaling more than \$13.3 million going into the Santa Cruz economy. On average, households received \$753 a month in aid.**

**General Assistance (GA)** is a county-funded program providing cash assistance to adults who have no other form of income support and do not qualify for other aid programs. In FY 2021-22 the average monthly GA caseload was 171. On average individuals received \$421 a month in benefits.

- ◆ Due to the pandemic, waiver and flexibilities were approved to maintain health care, food, and cash assistance for California's most vulnerable residents in the GA program



## Employment and Benefits Services Division: Workforce and Business Support

The **Workforce Development Board (WDB)** connects local job seekers with employers who are seeking qualified job applicants. The WDB collaborates with members of the business and education communities, local government, and community members, to respond to the needs of local employers and County residents seeking employment.

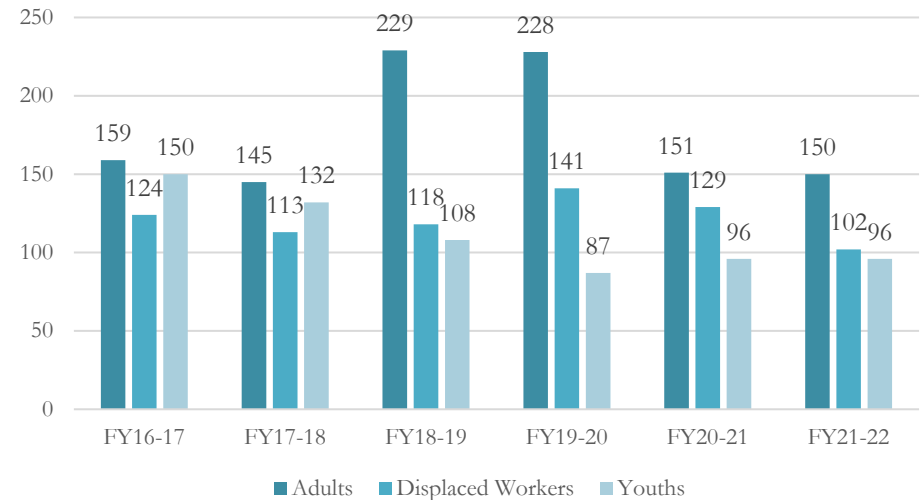
### Adult and Dislocated Worker Services

The WDB assists businesses as well as workers who will be dislocated as a result of layoffs, plant closures, or downsizing. Rapid Response Services include assistance with searching for employment, utilizing labor market information, and accessing retraining services

### Sueños Youth Employment Program

The program provides disadvantaged youth in the Watsonville and Freedom areas with work experience, basic skills development, mentoring, and leadership services. The Sueños program enrolled 125 youth and 44 participated in work experience with 11 different employers.

WIOA Participants



### Helping Start a Career Path

Jonathan enrolled in the Sueños Program in July of 2019 and was out of school and looking for a job. Before enrolling in the program, Jonathan didn't stay long with employers because he would never feel fulfilled with the type of work he was doing. While participating in the Health Science Career Cluster Academy, he realized that he wanted to become a Medical Assistant. To explore this interest further, he started his Work Experience (WEX) with Watsonville Eye Care under the mentorship of Dr. Cari Moore. Soon after completing his WEX, he attended a Clinical Medical Assisting Training program offered by Watsonville, Aptos, Santa Cruz, Adult Education. Jonathan was referred to the WIOA Adult program, was co-enrolled, and began his training program in January 2022. Jonathan became a certified Clinical Medical Assistant in May of 2022 and is now employed with Balance4Kids working with children with special needs.

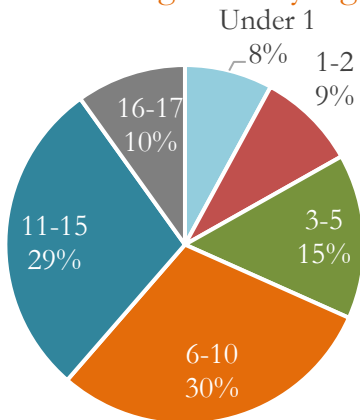
# Family and Children’s Services Division: Ensuring Child Safety

## Child Protection Response and Investigation

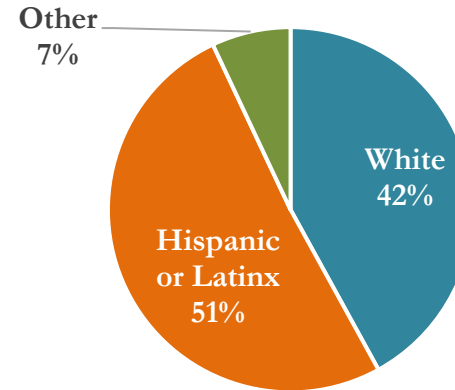
Family & Children’s Services (FCS) provides child welfare services to children who have been abused, neglected, or who are at risk of abuse or neglect. FCS social workers work with families to assess safety and risk and to keep children in their home whenever safe to do so. Social workers develop safety plans with families and their support networks and refer them to community resources to keep children safe at home. When children cannot be maintained safely at home, FCS strives to place children with kin while providing services to birth parents so they can make the behavioral changes needed to safely parent their children.

- ◆ In FY 2021-22 FCS received 2,096 calls about potential abuse and neglect, but many did not necessitate an investigation. 1,073 children required an investigation of abuse or neglect.
- ◆ In FY 2021-22, 54 children had safety and risk issues enough that child welfare cases were opened.
  - 10 of these cases were able to receive ongoing services and remain safely with their parents
  - In 44 cases, the children were removed from their home and received family reunification services

## Children with Investigations by Age Group\*

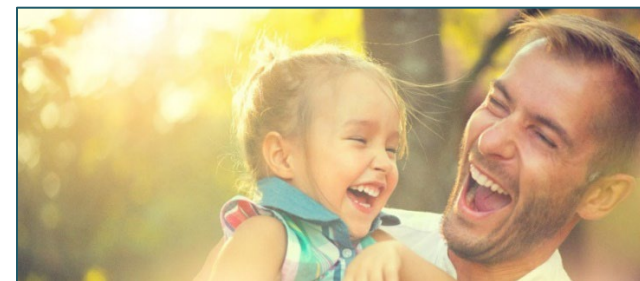


## Percent of Children in Out of Home Placement by Race/Ethnicity



When Social Workers determine the referred incident demonstrates evidence of abuse and neglect it is deemed “substantiated”. FCS in collaboration with the family, works to determine the most appropriate services to ensure the safety and wellbeing of the child.

- ◆ Monthly, on average, 40 children received services to ensure their safety and wellbeing while living with their parents
- ◆ Monthly, on average, 147 children and transitional age youth were in an “out-of-home” placement. While only 44 children were removed from their home in FY 21-22, many children stay in out of home placement for months or years.



## Family and Children's Services Division: Promoting Permanency

### Permanency

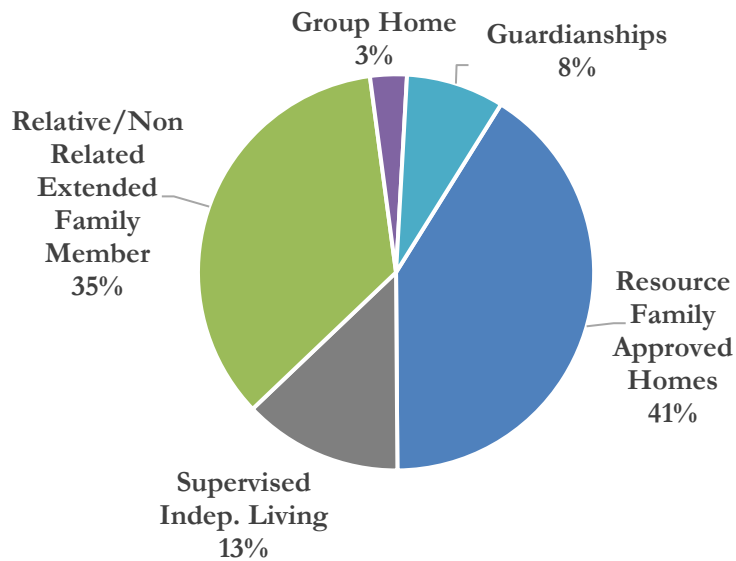
FCS' primary goal when working with families is to safely stabilize them and/or reunite children with their parents. Parents receive services to make behavioral changes to ensure the child's safety and wellbeing.

- ◆ 33 youth and children in "out-of-home" placements were reunified with their parents
- ◆ 59% of all children who were in out-of-home care for 12-23 months were either reunified with their families, adopted, or attained legal guardianship, exceeding the federal standard of 44%

At times it is determined that children cannot remain safely in their home.

- ◆ Approximately 37% of children were placed with relatives or friends

**Children in Out of Home Placements by Placement Type**



### Forever Families

Adoption services are provided to children who are unable to reunify with their parents.

Adoptions & Adoption Assistance	FY 2021-22
Finalized adoptions	20

### Engagement

A key strategy for FCS to ensure permanency is to strengthen family, youth, and community engagement. This past year FCS has:

- Launched the Parent Partner Program, in which birth parents currently receiving FCS services receive support from parents who previously reunified successfully with their children.
- Established baseline data and launched implementation of the System Improvement Plan (SIP), whose five strategies are: 1) Improving father engagement, 2) Enhancing services to birth parents, 3) Strengthening implementation of Integrated Core Practice Model (ICPM), 4) Increasing placement capacity, and 5) Expanding Prevention Services.

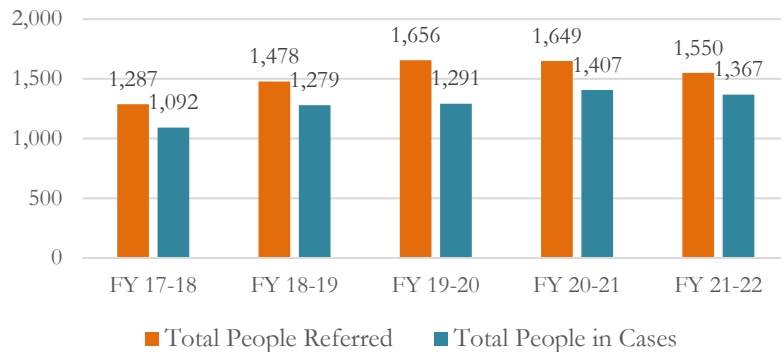


## Adult & Long-Term Care: Ensuring Adult Safety

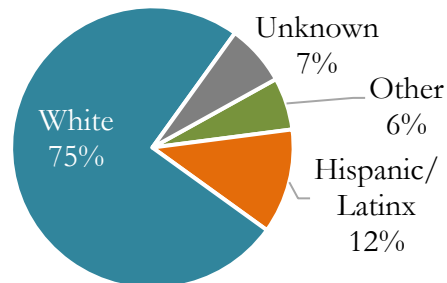
**Adult Protective Services (APS)** provides intervention services to protect elderly and dependent adults from abuse, neglect, or exploitation.

- ◆ **APS Expansion:** In January 2022, the State of California changed the definition of “elder” from age 65 to 60. This means APS can provide services to vulnerable adults five years earlier than previously permissible. The APS program is working on increasing its workforce to meet the anticipated increase in cases that require longer-term case management for those with more complex needs.
- ◆ 71% of APS referrals received became an APS case.
- ◆ 42% of APS allegations of abuse that were confirmed or inconclusive was abuse by others, the remaining were self-neglect.

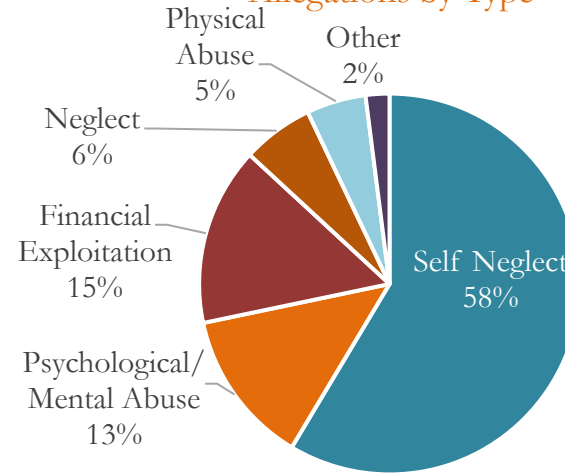
### Number of People Referred and with Cases



### Race/Ethnicity of Clients in Cases



### Percentage of Confirmed and Inconclusive Allegations by Type



There is often more than one type of abuse reported for each individual victim.

The APS program received an allocation of \$892,083 for the **Home Safe** program from the California Department of Social Services (CDSS) to provide housing-related services to APS clients at-risk or currently experiencing homelessness through June 30, 2024. This program is a collaboration with the Housing for Health Division to leverage resources and expertise to preserve housing and prevent eviction for APS clients.

The **Transforming Lives with Care** unit (TLC) provides case management services for ALTC clients with the highest needs.

*“It helps me a lot. When I am isolated, I get depressed, and your companionship means a lot. You make sure I get to my doctor appointments and take care of my medication. You help me keep my mind sane. You listen. I don’t know what I would do without you.” — TLC Client*



## Adult & Long-Term Care: Supporting Seniors to Live at Home

The **In-Home Supportive Services (IHSS)** program supports safe, independent living for low-income frail, elderly adults, and disabled persons of all ages by providing a variety of services including: basic housekeeping, meal preparation and clean-up, and personal care.

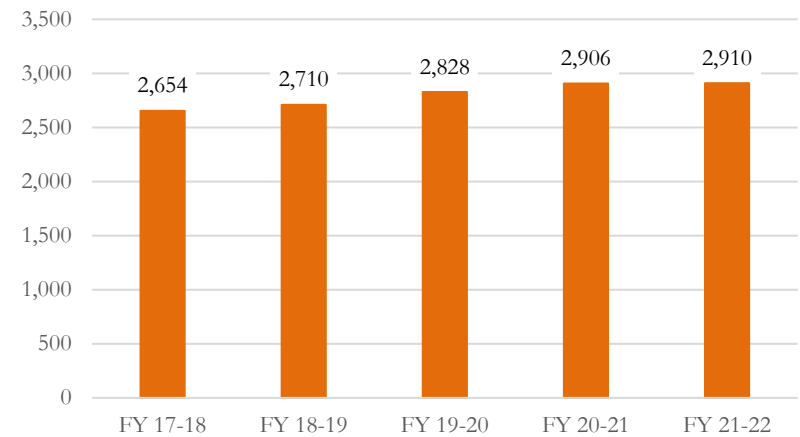
**Medi-Cal Expansion:** In May 2022, the State expanded Medi-Cal to people aged 50 or older, regardless of immigration status. This expansion in full scope Medi-Cal will significantly increase low-income elderly and/or disabled residents' access to In-Home Supportive Services (IHSS) program benefits.



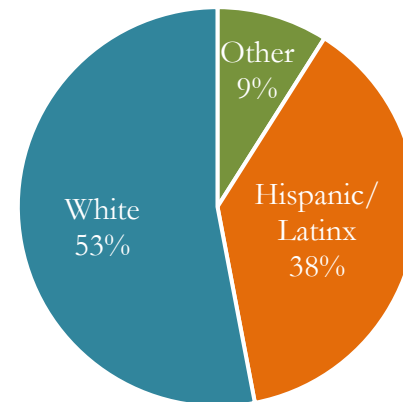
- ◆ 3,365 seniors and disabled adults received services in the fiscal year and an average of 2,912 were served each month
- ◆ IHSS recipients were authorized to receive an average of 107 hours of assistance per month
- ◆ On average, there were 2,211 IHSS providers paid for in-home care each month

*“The services I receive from your program are fantastic. Your program has made it possible for me to enjoy the comforts of my home in my final years. Thank you! You are much appreciated! Your entire program has been a very positive experience for me. I feel without your program, I would not be here today. No doubt, it has extended my life!” -- IHSS client*

Monthly Average of Authorized Cases



IHSS Recipients by Race/Ethnicity



## Adult & Long-Term Care: IHSS Public Authority

The **IHSS Public Authority (IHSS PA)** plays a unique role in supporting IHSS recipients and providers. IHSS PA is the employer of record for the purpose of collective bargaining with the providers union and maintaining a Registry.

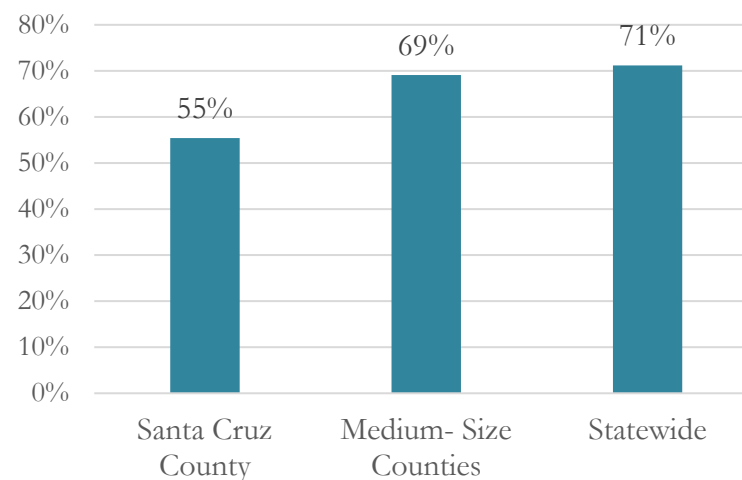
The IHSS recipient serves as the “employer” who interviews, hires, supervises, and trains their care provider. Although many care providers are relatives of their recipient, sometimes recipients are interested in non-relative providers. In these cases, recipients may access the **PA Registry**, a service operated by the IHSS Public Authority to refer prescreened providers. If needed, Public Authority staff will assist the recipient with the interview and hiring process.

Public Authority staff recruit Registry providers through job fairs, online postings, and connections with existing providers. Last year HSD staff created an online Registry application and streamlined the registry process, leading to a 17% increase in providers.

- ◆ In FY21-22, the Santa Cruz County IHSS programs had 2,723 active providers, 55% of providers were relatives of a recipient:
  - Santa Cruz County has a higher percentage of non-relative providers, increasing the need for support from the Registry.
- ◆ Santa Cruz County providers are paid \$17.75/hour, which is 12% higher than the statewide average for providers.
- ◆ The IHSS PA office offers free safety supplies to IHSS providers and has partnered with local agencies to provide free trainings.



**Percent of Relative Providers**



*“My worker is an amazing worker/person. Thank you for helping me attain her to help me.”*

— **Public Authority Recipient**

## Veterans Service Office: Serving Those That Served

The **Veterans Services Office (VSO)** provides Santa Cruz County veterans and their families with a range of services, including:

- ◆ Assisting veterans to access government benefits accrued through military service
- ◆ Providing information, referrals, and advocacy assistance
- ◆ Providing assistance with claims and appeals

In FY 2021-22, the VSO assisted 1,470 veterans with claims resulting in \$321,781 in new monthly benefits and more than \$2.85 million in retroactive and one-time benefits for county veterans and their dependents.

**Expanded Outreach:** During the fiscal year 2021/22, the Veterans Service Office increased its efforts to bring awareness and education about the many services and benefits available to veterans, with a focus on those living in rural areas of the county, those facing mental health challenges, and by increasing the number of contracted Veterans Benefits Outreach Representatives.

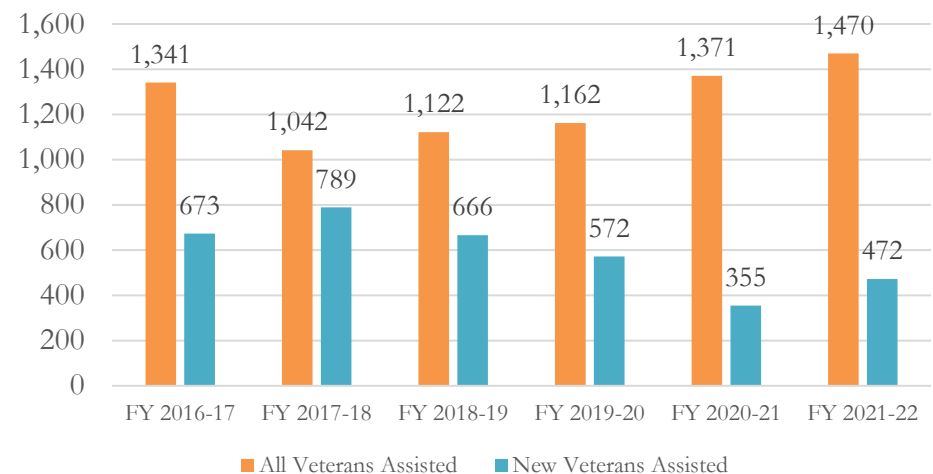
### Helping a Veteran

Last year, “John,” a Vietnam veteran in the early stages of Alzheimer’s disease and living alone, was referred to the County’s Adult Protective Services (APS) division, who partnered with the Veterans Services Office (VSO) to contact John. After meeting him and assessing his situation, APS and VSO staff determined that John was unable to maintain a safe and healthy home for himself and created a plan to get him the support and services he needed.

First, VSO helped John enroll in a VA pension for low-income veterans 65 and older, which provided him with additional income and benefits. VSO staff then arranged for his home to receive a deep cleaning. Later, as John’s needs continued to expand, VSO representatives assisted him and his extended family in completing the medical evaluations and paperwork that qualified him to enter a VA memory care facility.

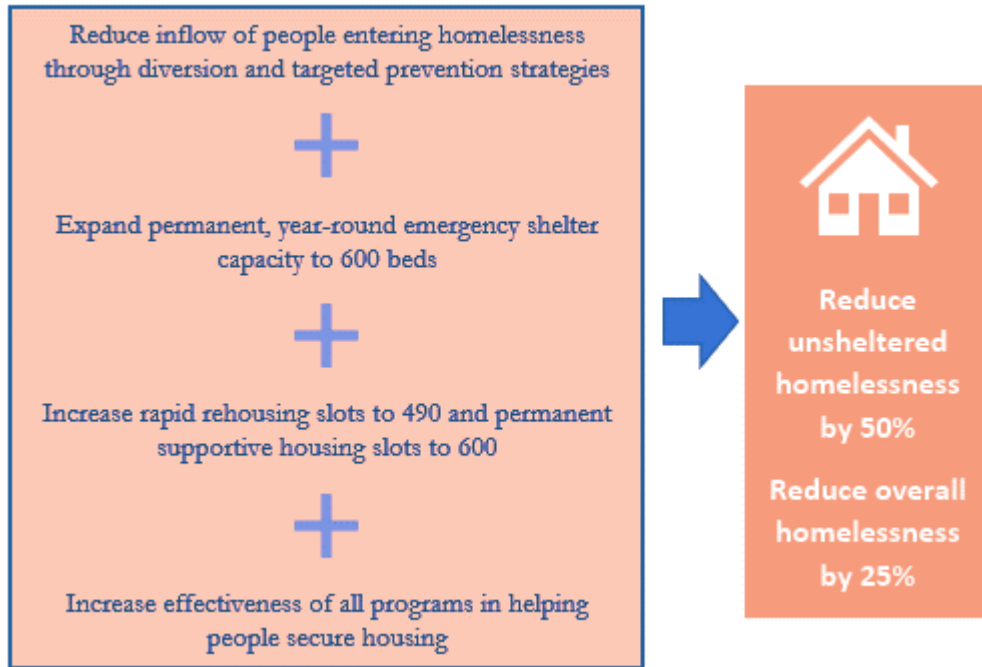
John is now safe and receiving the care he needs.

### Number of Veterans Assisted



## Housing for Health: Preventing and Ending Homelessness

**Housing for Health (H4H)** works to ensure that all residents have a safe and stable place to call home. Established in 2020, this division is implementing a three-year strategic plan framework to address homelessness by January 2024. The framework can be summarized as follows:

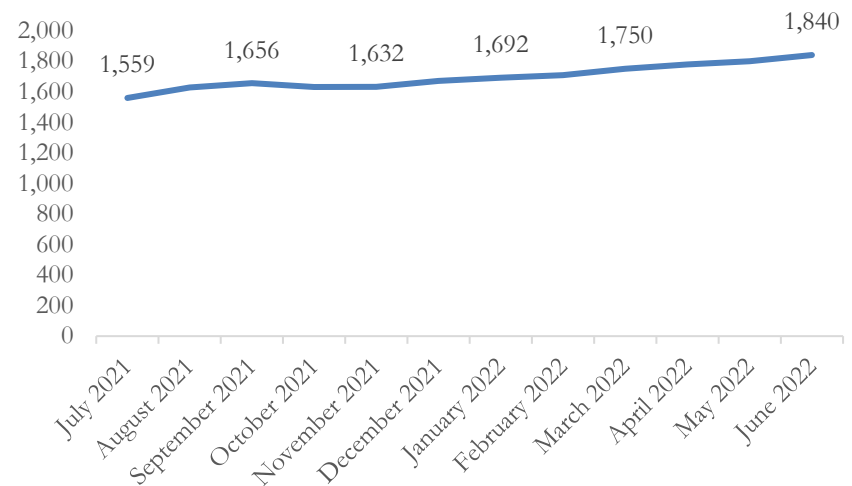


### Coordinated Entry: Smart Path

Smart Path is Santa Cruz County’s coordinated entry system to access housing assistance and services for all people experiencing homelessness. In FY 2020-21:

- ◆ 618 assessments were completed

Households Participating in Homelessness Programs





## Housing for Health: Housing Programs

H4H funds and coordinates a variety of housing programs meant to prevent and reduce homelessness.

- ◆ **Temporary Housing:** A variety of programs designed to provide those experiencing homelessness interim stability and support to successfully move to and maintain permanent housing
- ◆ **Rapid Rehousing:** These programs rapidly connect families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services
- ◆ **Permanent Supportive Housing:** Community-based housing without a designated length of stay in which formerly homeless individuals and families live as independently as possible

505 households experiencing homelessness on average each month participated in Temporary Housing Programs

601 households experiencing homelessness on average each month participated in Rapid Rehousing and Permanent Supportive Housing



446 households served in local programs exited homelessness into a permanent home

### Finding a Home

Bruce found himself homeless at the end of 2019. He had been living in Los Angeles but moved up to Santa Cruz so that he could be closer to his disabled son who lives here. He was hoping to find a recruiting job with one of the big tech companies, but the pandemic hit, and he was left without options. He started living in his car, and eventually found the Safe Spaces program through the Association of Faith Communities (AFC). Referred to the County's Project Roomkey shelter program, Bruce was able to obtain a motel room at a local inn. He applied for an emergency housing voucher which he received in October and began searching for available units. On December 1st, he signed a lease and moved into his own apartment in Ben Lomond. The property owners were open to working with Bruce as a voucher holder, modified the unit to meet Housing Authority standards, and have been incredibly supportive of Bruce. Bruce feels such a sense of relief to finally be in his own home again and loves his quiet little oasis among the trees. The morning after he spent his first night in his new place, he called explaining that he had slept like a baby and was so grateful for his new home and for all of the help and support that the program provided him along the way.

## Administration: Promoting Operational Excellence

The Department is committed to and appreciative of a diverse workforce. HSD employed 595 people in FY 21-22. To support this workforce and the greater community, the Department dedicates staff to ensure operational excellence.

**Staff Development (SD)** promotes the continued excellence of Human Services Department services through supporting the professional and personal growth of employees by providing program expertise, professional development opportunities, and training.

**Organizational Development** identifies areas of the organization where improvement is needed, such as retention, professional & leadership development, morale, and communications through research and employee feedback. Organizational needs are identified and analyzed, and the potential impacts are projected into a change management plan that incorporates the viewpoint and experience of staff.

Highlights this past year include:

- ◆ Trainings on successfully administering social service programs and implement state, federal, and local regulations
- ◆ Sharing best practices in social services, customer experience and leadership
- ◆ Development and implementation of HSD's Career Development Coaching program to support staff in building advancement skills
- ◆ Continued administration of HSD's Mentorship program (2022 Mentorship session was the 4th annual session)
- ◆ Employee Engagement Survey administration including result summaries for staff and organizational development workplans by division (progress updated quarterly)

The **Planning and Evaluation Division**

- ◆ **Quality Improvement** supports programs by collecting information on quality and identifies needed improvement through on-going case reviews and other methods. Highlights this past year included:
  - Completed and collaborated on several California Department of Social Services (CDSS) state audits/reviews, including those focused on IHSS and CalFresh.
  - Collaborated with FCS to use case review outcomes as part of the measurement for the System Improvement Plan.
- ◆ The **Centralized Contracts Unit** administers HSD's contracts, purchase orders (POs), memorandum of understandings (MOUs), and associated procurements. In collaboration with divisions, the unit supports most HSD agreements, which represent almost 25% of the budget.
  - Over the past year the unit continued to facilitate the expansion of Housing for Health services, including the demobilization of emergency shelter services related to COVID response.
- ◆ **Business Analytics Unit (BA)** works in collaboration with divisions to develop data solutions and conduct evaluations to understand what works and best meets business needs.
  - In the past year BA launched several reports that allow disaggregation of program data, automated operational reports, fine-tuned housing dashboards, and worked with the Fiscal unit to build several databases.

## Administrative Services: Supporting Operational Excellence

The department ensures fiscal health, program integrity and that employees have technology and facility support.

**Fiscal Services** provides ongoing fiscal management for the agency including budget development and oversight of an approximate \$176 million dollar budget, generates prompt and accurate payments to clients, prepares claims for Federal and State reimbursement and oversees budgetary status of agency programs. Last year, the Fiscal Services team:

- ◆ Administered \$141 million of client benefits paid directly by the State
- ◆ Ensured access to \$157 million in Federal and State grants, managed by the County, that provide direct services to clients

**Program Integrity and Appeals** is comprised of the following primary functions:

- ◆ **Integrated Earnings Verification System Unit (IEVS)** is responsible for analyzing reports about unreported or under reported earned income, duplicate aid, and Social Security Administration enrollment
  - In FY 2020-21, the IEVS unit reviewed 8,198 Integrate Fraud Detection abstracts/cases totaling \$52,679,481 of unreported income
- ◆ **The Special Investigation Unit** is responsible for the detection, investigation, and prosecution of welfare fraud
  - \$197,412 of fraud was referred for restitution in FY 2021-22
- ◆ **The Fair Hearings Unit** is responsible for facilitating and conducting client appeals.
  - The unit handled 295 appeals in FY 2021-22
- ◆ **Information Security** is responsible for client privacy, physical and technical information security, as well as breach reporting and an ongoing educational campaign for all workers.

**Information Technology** provides technical leadership, services, and support that ensures effective and efficient service delivery. The unit is responsible for planning, managing, and supporting all the agency information systems in coordination with county, state, and external systems and providers.

The **Automated Client Systems** team is responsible for application support across the department which includes major case management systems infrastructure and security. The unit also oversees user management and provides Help Desk support for over 60 applications.

The **Facilities Team** manages the daily operations of 5 county facilities in Santa Cruz and three leased buildings in South County. The team addresses on-going building maintenance, project management of facility upgrades, and developing policies and procedures to ensure the health and safety of both clients and staff.



## Administration: Partnerships

HSD staff worked with a variety of County Department and Community Based Organizations to conduct needed services and participate in a multitude of collaborative efforts to improve the well-being of the community.

### Collaborating with Departments and the Community

HSD worked with Departments and the community on a variety of projects to improve the lives of Santa Cruz Residents.

- ◆ **Public Guardian Office transition to HSD**, during the fiscal year 2021-22, the HSD and the Health Services Agency (HSA) worked collaboratively to move the Public Guardian's Office from HSA to HSD's ALTC Division. Having the Public Guardian program under the ALTC Division allows for a seamless continuum of care in safety net services for older adults and helps strengthen the County's elder justice system.
- ◆ **Master Plan on Aging Strategic Planning**, in January 2021, Governor Newsom unveiled California's comprehensive 10-year Master Plan for Aging (MPA) blueprint for local communities to design systems and services that promote healthy aging across the lifespan with an equity lens. In collaboration with the County Administrative Office, Board of Supervisors, Area Agency on Aging, and all four local municipalities, HSD began work on the Santa Cruz County strategic plan to implement a local MPA.
- ◆ **Disaster Response Planning for Access and Functional Need (AFN) clients**, during the Fiscal year 2021/22, ALTC Division began collaborating with HSD's Administrative Services Division, the American Red Cross (ARC), and the Office of Response, Recovery and Resilience in updating and creating an Emergency Shelter Management and Operations Plan that addresses the unique needs of people with Access and Functional Needs (AFN) to ensure coordinated delivery of care and shelter in a disaster. ALTC continues to serve as subject matter experts and share information of lessons learned by the Division in its response to clients' needs during the COVID-19 pandemic, the CZU Lightning Complex fires, debris flow evacuations and the Public Safety Power Shutoffs.
- ◆ **Public Service Announcements (PSAs)**: ALTC's Adult Protective Services (APS) program produced several short videos in English and Spanish about elder abuse to be distributed as PSAs. These videos will educate our community about [neglect](#) and [financial abuse](#), help seniors learn ways to protect themselves, and let people know how to seek help if needed.
- ◆ **Elder Abuse Awareness Month** was recognized in June 2022 by the Santa Cruz County Board of Supervisors and the city councils of Capitola, Santa Cruz, Scotts Valley, and Watsonville. Each governing body issued a proclamation in support of seniors and their partnership with HSD's Adult Protective Services program to keep seniors safe from abuse, neglect, and exploitation.





## Administration: Partnerships (continued)

HSD staff worked with a variety of County Department and Community Based Organizations to conduct needed services and participate in a multitude of collaborative efforts to improve the well-being of the community.

### Partnering for Impact

HSD strives to be an effective public steward of funding and collaborates with local partners to promote results in a variety of ways.

- ◆ The **Collective of Results and Evidence (CORE) Investments** moved into its next funding cycle and HSD and City of Santa Cruz staff administered the **CORE Request for Proposal** process for the Santa Cruz Board of Supervisors and the Santa Cruz City Council. This process awarded \$5.8 million in local funding to non-profits addressing inequities. In addition, work by Optimal Solutions and Cole Communications has furthered the CORE movement beyond just a funding model to a movement to achieve equitable health and well-being, for all people in Santa Cruz County, across the lifespan. For more information about CORE visit: [CORE Results Menu \(www.datasharescc.org\)](http://www.datasharescc.org)
- ◆ 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 PIT results inform the Housing for a Healthy Santa Cruz Strategic Framework which has 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.
- ◆ **Project Homekey** is a \$1.4 billion statewide initiative aimed at reducing and preventing homelessness throughout California. In Santa Cruz two projects have been awarded:
  - **Veterans Village** = \$6,425,000; 20 units for homeless veterans
  - **Park Haven Plaza** = \$10,660,000; 36 units for youth, families, and veterans

### CORE Conditions for Health and Wellbeing
















## FY 2021-22 Operational Plan Objectives

This Fiscal Year marked the beginning of a new two-year operational plan process through FY 2022-2023. This two-year plan details the departments steps in achieving the County’s vision. Below are the department’s objectives in the County’s focus areas. The chart below details the progress of each objective and whether it was completed, on target, or below target. More information on each objective may be found online here:

[www.santacruzcounty.us/VisionSantaCruz](http://www.santacruzcounty.us/VisionSantaCruz)

Status symbols:  Completed  On Target  Below Target

Objective	Description	Status
<a href="#"><u>Mentorship Program</u></a>	By December 2021 June 2021, Human Services will report that 90% of employees who completed the department mentorship program as a mentee, have increased job satisfaction and development of leadership skills.	
<a href="#"><u>Rehousing Rate</u></a>	By December 2023, Human Services will increase the rehousing rate of households served in emergency shelter programs to 40%.	
<a href="#"><u>Permanent Supportive Housing</u></a>	By December 2023, Human Services, in collaboration with community partners, will increase the number of permanent supportive housing slots countywide by 20% or 100.	
<a href="#"><u>Shelter to Housing</u></a>	By June 2022, Human Services will move at least 68 Hispanic/Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Asian, Black or African American, or Multi-Racial households currently in COVID-19 shelters into permanent homes.	
<a href="#"><u>Dislocated Workers</u></a>	By June 2023, Human Services will provide employment services targeted to any dislocated workers and 75% of dislocated workers will retain employment six months after exiting the program.	
<a href="#"><u>Father Engagement</u></a>	By June 2023, Human Services will increase engagement of fathers, with 80% of cases with a reunification goal having a father participating in child welfare case planning.	
<a href="#"><u>Immigrant Food Security</u></a>	By June 2023, the Human Services Department will enroll 10% more eligible children, who live in mixed immigration status households, into the CalFresh program.	

Objective	Description	Status
<a href="#"><u>Master Plan for Aging</u></a>	By June 2023, the County Administrative Office and Human Services Department, in collaboration with partners, will identify at least two priorities to implement the State’s 10-year Master Plan for Aging (MPA) and promote age-friendly community principles.	
<a href="#"><u>Thrive by Three</u></a>	By June 2023, Human Services will refer 20% of eligible CalWORKS families to Thrive by Three, a program to improve outcomes for Santa Cruz County’s youngest children and their families.	
<a href="#"><u>Employee Satisfaction</u></a>	By June 2023, Human Services will increase by 25% employee satisfaction with professional development opportunities including applying their talents and skills through mentorship, coaching, and targeted skill building.	
<a href="#"><u>Equitable Supervision</u></a>	By June 2023, Human Services will have 50% of staff surveyed report consistent and equitable supervision.	
<a href="#"><u>AFN Disaster Preparedness</u></a>	By December 2022, Human Services will support County disaster response efforts by updating and creating disaster plans for older adults and people with Access and Functional Needs (AFN) to ensure coordinated delivery of care and shelter in a disaster.	
<a href="#"><u>Community Partners</u></a>	By June 2023, Human Services will provide 80 CORE Institute events and target organizations that serve underrepresented populations to support cross-sector, systemwide application of the CORE Investments framework and tools with an equity lens.	



## Contact the Human Services Department

Visit our website at [www.santacruzhumanservices.org](http://www.santacruzhumanservices.org)



### Public Assistance Programs

Call the Benefits phone customer service center at 1-888-421-8080 or TTY 454-4763

Apply for CalFresh, Medi-Cal, and CalWORKs online at [www.mybenefitscalwin.org](http://www.mybenefitscalwin.org)

<b>Family &amp; Children’s Services</b>	1400 Emeline Avenue, Santa Cruz 18 W. Beach Street, Watsonville	454-4222	TTY 711
<b>Adult &amp; Long-Term Care</b>	1400 Emeline Avenue, Santa Cruz 18 W. Beach Street, Watsonville	454-4101	TTY 763-8828
<b>Employment &amp; Benefit Services</b>	1020 Emeline Avenue, Santa Cruz 18 W. Beach Street, Watsonville	888-421-8080	TTY 454-4763
<b>Housing for Health</b>	1000 Emeline Ave, Santa Cruz <a href="http://www.housingforhealthpartnership.org">www.housingforhealthpartnership.org</a>	454-7312	
<b>Veterans Services</b>	842 Front Street, Santa Cruz 18 W. Beach Street, Watsonville	454-7276 763-8868	
<b>Workforce Santa Cruz County Career Centers</b>	18 W. Beach Street, Watsonville 2045 40 <sup>th</sup> Avenue, Capitola	763-8700 464-6286	TTY 464-4358 TTY 464-4358

**Report Child Abuse**  
1-877-505-3299

**Report Elder Abuse**  
1-866-580-4357

*Dedicated to making a difference – Serving people in need in Santa Cruz County*

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