



# County of Santa Cruz HUMAN SERVICES COMMISSION

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## AGENDA

Wednesday, November 17, 2021

8:30 a.m. – 10:30 a.m.

**\*This is a Virtual Public Meeting\***

Pursuant to AB 361 and Cal. Gov. Code section 54953, due to the ongoing COVID 19 state of emergency and upon recommendation of the County Health Officer, public meetings of the Human Services Commission will be conducted in in hybrid/remote format. Members of the public can attend virtually by teleconference (or in-person, if hybrid).

There will be no physical location available for this meeting, however access to the meeting and an opportunity to comment live and in real time will be provided. Please follow the meeting instructions listed below. The instructions will also be posted on the Human Services Department webpage at <https://www.santacruzhumanservices.org/Home/HumanServicesCommission>

**Virtual Meeting Instructions:**  
**Join on your computer or mobile app**  
[Click here to join the meeting](#)

**Or call in (audio only)**  
[+1 916-318-9542](tel:+19163189542) United States, Sacramento  
Phone Conference ID: [862 401 208#](#)

To provide written public comments associated with any agenda item, please submit by email to [micki.cocabuss@santacruzcounty.us](mailto:micki.cocabuss@santacruzcounty.us)

For Questions regarding the virtual meeting process, please contact Micki Coca Buss, Administrative Support at 831-454-7505 or [micki.cocabuss@santacruzcount.us](mailto:micki.cocabuss@santacruzcount.us)

The meeting starts at 8:30 a.m. with the first item and proceeds through the items in consecutive order unless otherwise noted.

- |                           |                |
|---------------------------|----------------|
| <b>I. Roll Call</b>       | <b>(2 min)</b> |
| <b>II. Agenda Review</b>  | <b>(2 min)</b> |
| <b>III. Announcements</b> | <b>(5 min)</b> |
| <b>IV. Public Comment</b> | <b>(5 min)</b> |
- Members of the public may address the Commission on items not on the agenda for a maximum of five minutes each.

- V. Correspondence/Information Only (3 min)**
- VI. Approval of Minutes (Action) (2 min)**
- September 15, 2021
- VII. Findings Pursuant to Assembly Bill 361 Authorizing Teleconference Meetings (10 min)**
- VIII. Director's Report (30 min)**
- IX. Report Back on CAPI and GA Benefits for Undocumented Immigrants (20 min)**  
Presenters: Kimberly Petersen, Employment & Benefit Services Division Director, Human Services Department
- X. Family & Children's Services (30 min)**  
Presenter: Robin Lockett, Family & Children's Services Division Director
- XI. Veterans Liaison Report (10 min)**
- XII. Next Meeting and Agenda Items (2 min)**  
January 19, 2022 – Location to be determined.
- XIII. Adjournment**

A complete agenda packet will be available for review at the Human Services Department webpage <https://www.santacruzhumanservices.org/Home/HumanServicesCommission>

## MATERIALS AND CORRESPONDENCE IN PACKET

### From the Board of Supervisors Agenda

Full agenda items on indicated dates available at <https://santacruzcountyca.iqm2.com/Citizens/Calendar.aspx>

BOS Date	Item	Page # in packet
09/14/2021 Item #785	<a href="#"><u>DOC-2021-785 : Consider ordinance amending Santa Cruz County Code Section 2.124.040 to better define the membership criteria for Santa Cruz County In-Home Supportive Services Advisory Commission at-large membership; consider amendment to the Santa Cruz County In-Home Supportive Services Advisory Commission Bylaws to reflect the code amendments; and schedule ordinance for second reading and final adoption on September 28, 2021, as outlined in the memorandum of the Director of Human Services</u></a>	5
09/28/2021 Item #811	<a href="#"><u>DOC-2021-811 : Approve an agreement with Housing Matters, in the amount of \$1,629,725 to provide emergency shelter and housing navigation services; and take related actions as recommended by the Director of Human Services.</u></a>	7
09/28/2021 Item #812	<a href="#"><u>DOC-2021-812 : Adopt resolution to accept and appropriate unanticipated revenue in the amount of \$35,593 from the California Department of Social Services; approve an agreement with Encompass Community Services in the amount of \$134,207 for Family Urgent Response System in-home crisis intervention and support; approve an agreement with Amy Cipolla Stickles-Wynen in the amount of \$225,000 for diversity, equity and inclusion training and consultation services; and take related actions, as recommended by the Director of Human Services</u></a>	9
09/28/2021 Item #824	<a href="#"><u>DOC-2021-824 : Conduct a study session on the CORE Investments stakeholder engagement and request for proposals framework recommendations, Direct Human Services Department to include associated allocations in the fiscal year 2022-23 Proposed Budget, and take related actions, as outlined in the memorandum of the Human Services Director</u></a>	13
10/05/2021 Item #845	<a href="#"><u>DOC-2021-845 : Approve agreement with the California Department of Social Services for resource family approval legal services and take related actions, as recommended by the Director of Human Services</u></a>	21
10/05/2021 Item #846	<a href="#"><u>DOC-2021-846 : Approve amendment to Memorandum of Understanding with the Monterey County Department of Social Services for use of their Receiving Center for a revised two-year total of \$35,872 and take related actions, as recommended by the Director of Human Services</u></a>	23
10/19/2021 Item #880	<a href="#"><u>DOC-2021-880 : Ratify the extension of 35.0 full-time equivalent limited-term positions to continue to support emergency shelter response related to COVID-19 until December 31, 2021, and authorize the County Administrative Officer to extend the term as needed through the end of fiscal year 2021-22, as recommended by the Director of Human Services</u></a>	25
10/19/2021 Item #881	<a href="#"><u>DOC-2021-881 : Approve increase to the Santa Cruz County General Assistance grant amounts and modify General Assistance program regulations, as recommended by the Director of Human Services</u></a>	27
10/19/2021 Item #882	<a href="#"><u>DOC-2021-882 : Approve an agreement with Housing Matters in the amount of \$88,787 to provide mail services for individuals and families experiencing homelessness; and take related actions, as recommended by the Director of Human Services</u></a>	29
10/19/2021 Item #883	<a href="#"><u>DOC-2021-883 : Approve agreement with Lisa Lahowe, in the amount of \$178,000, to provide Public Guardian Office consulting services, and take related action, as recommended by the Director of Human Services</u></a>	31

BOS Date	Item	Page # in packet
10/19/2021 Item #884	<a href="#"><u>DOC-2021-884 : Approve an agreement with Second Harvest Food Bank in the amount of \$343,770 for CalFresh outreach and application assistance services; and take related actions, as recommended by the Director of Human Services</u></a>	33
10/19/2021 Item #885	<a href="#"><u>DOC-2021-885 : Approve agreements with Wayfinder Family Services in the amount of \$206,700, and Seneca Family of Agencies in the amount of \$102,200 for psychosocial assessment and adoption support services; and take related actions, as recommended by the Director of Human Services</u></a>	35
11/09/2021 Item #940	<a href="#"><u>DOC-2021-940 : Consider and approve release of CORE Investments Request for Proposals, defer CORE annual report to December 2022; ratify submission of David and Lucille Packard Foundation grant application in the amount of \$150,000 to further develop CORE and authorize the Director of Human Services to sign the Packard Foundation agreement; adopt resolution accepting unanticipated revenue in the amount of \$150,000 from the Packard Foundation; and return March 2022 with a status report on the CORE applications submitted and subsequent rating panel process, as outlined in the memorandum by the Director of Human Services</u></a>	38
11/09/2021 Item #926	<a href="#"><u>DOC-2021-926 : Adopt resolutions authorizing Fiscal Year 2022-23 allocation awards from the California State Department of Housing and Community Development for the Round Two Housing Navigators Program in the amount of \$26,400 and the Round Three Transitional Housing Program in the amount of \$146,400; approve submission of the related applications, and take related actions, as recommended by the Director of Human Services</u></a>	44

## COMMISSION COMMITTEE AGENDAS AND MINUTES

- Child Care Planning Council <http://www.childcareplanning.org/>
- IHSS Advisory Commission <http://www.santacruzhumanservices.org/AdultLongTermCare/InHomeSupportiveServices/AdvisoryCommission.aspx>
- Santa Cruz County Women’s Commission <http://www.sccwc.org/Home/Meetings.aspx>
- Santa Cruz County Seniors Commission <http://www.sccseniors.org/Home/Meetings.aspx>
- Santa Cruz County Commission on Disabilities <http://scccod.net/>
- Santa Cruz County Latino Affairs Commission <http://scclatinoaffairs.org>

## OTHER MATERIALS

- Meeting Minutes – September 2021 (page 47 of packet)
- AB361 (page 49 of packet)
- CORE RFP Notification (page 51 of packet)



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Administration Services Division

(831) 454-4130

**Subject:** Adopt ordinance amending SCCC 2.124 and approve changes to bylaws for IHSS Advisory Commission

**Meeting Date:** September 14, 2021

### **Recommended Action(s):**

- 1) Consider and approve in concept the ordinance amending Santa Cruz County Code Chapter 2.124.040 to better define the membership criteria for the Santa Cruz County In-Home Supportive Services Advisory Commission;
- 2) Consider and approve in concept the amendment to bylaws of the Santa Cruz County In-Home Supportive Services Advisory Commission to reflect the amended Santa Cruz County Code Chapter 2.124.040; and
- 3) Schedule the ordinance for second reading and final adoption on September 28, 2021.

### **Executive Summary**

The In-Home Supportive Services (IHSS) Advisory Commission serves in an advisory capacity to the County of Santa Cruz Board of Supervisors. The IHSS Advisory Commission bylaws are defined by County Code and requires Board approval to both update relevant County Code and to conform IHSS Advisory Commission bylaws to the updated County Code. The IHSS Advisory Commission is submitting recommendations to the Board to update the language in the Membership section of County Code to allow for three (3) at-large representatives who meet specific requirements, as allowed per current State regulations. In addition, the Commission is recommending updating its bylaws to conform to the recommended County Code language changes.

### **Background**

The IHSS Advisory Commission provides ongoing advice and recommendations regarding IHSS to the County of Santa Cruz Board of Supervisors and any County administrative body that is concerned with the delivery and administration of IHSS. In accordance with Section 2.124.040 of Santa Cruz County Code, the IHSS Advisory Commission consists of eleven (11) at-large voting members from the following representation: six (6) former or current users of personal assistance services; three (3) persons from existing County advisory bodies, or two (2) persons from existing County advisory bodies and one (1) representative of County staff; and two (2) current or former providers of IHSS. Historically, the Commission has been unable to fill all available seats. Current vacancies include two (2) former or current users of personal assistance services and one (1) representative of a County advisory body or County staff.

At its meeting on April 23, 2021, the IHSS Advisory Commission voted to recommend revisions to section 2.124.040 of the Santa Cruz County Code to allow three (3) at-large representatives who meet specific requirements, as permitted by current state regulations. In addition, at its May 28, 2021 meeting, the Commission voted to recommend revisions to its bylaws to conform to the aforementioned County Code

amendment.

**Analysis**

To fill long standing vacancies in the commission, the IHSS Advisory Commission determined the need to better define the membership criteria for at-large representatives in Section 2.124.040 of the Santa Cruz County Code. The proposed changes specify three (3) at-large representatives shall be from any of the following: a representative from an organization that advocates for people with disabilities or seniors; and/or a current voting member appointed by the Santa Cruz County Board of Supervisors seated on either the Santa Cruz County Seniors Commission or the Commission on Disabilities. Furthermore, the Commission proposes that if any member seat in this category is vacant for a minimum period of three (3) months, an additional current or former individual of personal assistance services, or an immediate family member of such an individual user, may be appointed to fill any vacant seat. Additionally, the Commission determined the need to align its bylaws to the recommended County Code language by recommending changes to the frequency of the election of officers and update related language in the Membership section. The recommended changes were reviewed by County Counsel and legal revisions were made as applicable. Attached for Board consideration are the clean and tracked changes versions of the proposed amendment to County Code and revisions to the IHSS Advisory Commission bylaws.

**Financial Impact**

There is no financial impact associated with this board action.

**Strategic Plan Element(s)**

1.B (Comprehensive Health & Safety: Community Support) - The proposed changes to the County Code and bylaws of the IHSS Advisory Commission will support the Commission's ability to provide continuous advice and recommendations regarding the delivery of In-Home Supportive Services to the residents of Santa Cruz County.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Ordinance Amending Chapter 2.124 (eSign) - Attachment A
- b SCCC 2.124 (Strike-Out Underline Copy) - Attachment B
- c IHSS Advisory Commission Bylaws (Clean Copy) - Attachment C
- d IHSS Advisory Commission Bylaws (Strikeout Copy) - Attachment D



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

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

**Subject:** Housing Matters Emergency Shelter Services Agreement

**Meeting Date:** September 28, 2021

### **Recommended Action(s):**

Approve an agreement with Housing Matters, in the total amount of \$1,629,725, for emergency shelter and housing navigation services, and authorize the Director of Human Services to execute the agreement.

### **Executive Summary**

The Human Services Department (HSD) seeks the Board of Supervisors' approval of a revised renewing contract with Housing Matters to provide emergency shelter services, housing-focused case management and housing navigation services at Housing Matter's Coral Street campus in Santa Cruz.

### **Background**

On May 21, 2019, the Board of Supervisors approved a contract on behalf of the Homeless Action Partnership with Housing Matters to provide housing-focused emergency shelter services at the Housing Matters Paul Lee Loft (Loft) facility to assist individuals over age 18 who are experiencing homelessness and are unsheltered. Services include expanded shelter access at the Loft, the use of portable sleeping cabins (also known as pallet shelters) to increase shelter services during the COVID-19 pandemic, essential day services with daily access to bathroom and shower amenities, housing-focused case management and housing navigation, and direct client assistance to support housing outcomes. This agreement was revised to create a more comprehensive but streamlined set of emergency shelter services at Housing Matter's Coral Street campus in Santa Cruz.

### **Analysis**

In FY 2019-20, Housing Matters provided emergency shelter to 111 unduplicated individuals, with 71% exiting the shelter last fiscal year. Of those who exited shelter in FY 2019-20, 24% exited into permanent housing and 17% exited into temporary sheltered living situations such as staying with friends or family or using a motel voucher, while 59% remained unsheltered after exit. In FY 2020-21, Housing Matters provided emergency shelter to 125 unduplicated individuals, with 59% exiting the shelter during the fiscal year. Of those who exited shelter in FY 2020-21, 19% exited into permanent housing and 30% exited into temporary sheltered living situations such as staying with friends or family or using a motel voucher, while 48% remained unsheltered after exit. The remaining 3% includes a small population incarcerated at the

time of exit. Additionally, of those who exited the program in FY 2020-21, 54.5% had an income source at the time of exit. It is worth noting, operations during FY 2020-21 were significantly impacted by the COVID-19 pandemic and the CZU Lightning Complex fires which had a correlated impact on performance outcomes including placement into permanent housing.

The Homeless Emergency Aid Program (HEAP) funding that originally funded the program ended on June 30, 2021. However, due to the importance of these services, HSD Housing for Health Division will fund the agreement for these shelter services using State Homeless Housing, Assistance and Prevention (HHAP) fund, if approved by the Board.

With this revised agreement, Housing Matters will continue to provide similar services to their prior contract but the services will transition beyond the original Loft physical space to include different spaces on Housing Matter's Coral Street campus in Santa Cruz. This change provides additional flexibility to help address the continuously evolving need for shelter services. The agreement shall continue to be measured by the number of people sheltered annually; the number of sheltered individuals exiting to permanent housing; and increases in participant incomes.

### **Financial Impact**

This agreement will not require a new allocation of County general funds. Funding for this agreement comes from the State Homeless Housing, Assistance and Prevention Program (HHAP). HHAP will fund the services outlined in the attached Housing Matters Emergency Shelter Services agreement.

Housing Matters, No. 22C4371

- Index/GL Key: 391200/62381

### **Strategic Plan Element(s)**

2.D (Attainable Housing: Homelessness) -HSD contracts with Housing Matters to provide an array of emergency shelter and housing case management services. This agreement enhances HSD's ability to meet the County's strategic goals to reduce homelessness and increase housing stability.

### **Submitted by:**

Randy Morris, Human Services Director

### **Recommended by:**

Carlos J. Palacios, County Administrative Officer

### **Attachments:**

- a Agreement 22C4371 Housing\_Matters - Emergency Shelter and Hygiene Services (eSign)
- b ADM-29 22C4371 Housing Matters



**County of Santa Cruz Board of Supervisors**

**Agenda Item Submittal**

**From:** Human Services Department: Employment and Benefit Services Division

(831) 454-4130

**Subject:** Accept New Revenue and Approve FURS & DEI Training Agreements

**Meeting Date:** September 28, 2021

**Recommended Action(s):**

- 1) Adopt resolution accepting and appropriating unanticipated revenue in the amount of \$35,593 from the California Department of Social Services into the fiscal year 2021-22 Human Services Department budget;
- 2) Approve an agreement with Encompass Community Services, in the amount of \$134,207, for Family Urgent Response System in-home crisis intervention and support, and authorize the Director of Human Services to execute the agreement; and
- 3) Approve an agreement with Amy Cipolla Stickles-Wynen, in the amount of \$225,000, for diversity, equity and inclusion training and consultation services, and authorize the Director of Human Services to execute the agreement.

**Executive Summary**

To meet the mandates of the Family Urgent Response System (FURS), an in-home crisis intervention and support to children, youth, and families currently or formerly in foster care, the Human Services Department (HSD) recommends the Santa Cruz County Board of Supervisors (Board) accept \$35,593 in unanticipated revenue from the California Department of Social Services (CDSS) to augment local FURS operations. HSD also recommends the Board approve a fiscal year (FY) 2021-22 renewing contract with Encompass Community Services (Encompass) utilizing the FURS revenue to provide 24 hours-a-day, 7 days-a-week FURS related in-home crisis intervention and support.

Additionally, HSD recommends the Board approve an agreement with Amy Cipolla Stickles-Wynen for diversity, equity, and inclusion consultation services intended to enhance HSD staff skills, improve services to HSD's diverse service recipients and create a more racially equitable and just social service practice and system.

**Background**

Family Urgent Response System

The FURS for Caregivers and Children or Youth as codified in state law is defined as a

coordinated system for in-person mobile response during situations of instability and to preserve the relationship of the caregiver and the child or youth. Specifically, the coordinated system requires collaboration between the state and county to implement the program, with a timely state-level phone-based response to crisis reporting, and a county-level in-home intervention of the reported crisis.

In FY 2020-21, local FURS services included both the County's Health Services Agency (HSA) mobile crisis intervention program and services through Encompass. HSA's mobile team provided crisis interventions during regular business hours. Encompass provided afterhours and overnight FURS services via an agreement approved by the Board on March 23, 2021. Encompass was selected to provide after-hours FURS services because they were uniquely qualified and had the capacity to provide after-hours services as evidenced by similar services for Juvenile Probation through the FUERTE/Wraparound program. For FY 2021-22, the scope of the agreement with Encompass will expand to 24 hours-a-day, 7 days-a-week FURS services.

### Equity Training

Amy Cipolla Stickles-Wynen, through a County purchase order, provided diversity, equity, inclusion training and consultation services in FY 2020-21 for HSD executive leadership. For FY 2021-22, training and consultation services will continue for HSD executive management and will expand to include services for HSD staff. Training and consultation services will include individual and group coaching/consultation and training, and technical assistance for system wide initiatives impacting diversity, equity, and inclusion.

### **Analysis**

#### Family Urgent Response System

Funds from HSD's initial allocation of FURS funding was included in the HSD FY 2021-22 budget approved by the Board. On July 27, 2021, HSD received notice of an additional \$35,593 augmentation to the FURS allocation for the County's use in FY 2021-22. This unanticipated revenue along with the FURS allocation already accounted for in HSD's approved FY 2021-22 budget will help fund the renewing services outlined in the expanded contract with Encompass.

In consultation with HSA, HSD will consolidate the business and after-hours components of local FURS services into the FY 2021-22 renewing agreement with Encompass to streamline operations and create consistency in services regardless of the time that a caregiver or child calls to request assistance. This will expand Encompass's role to providing FURS services to 24 hours-a-day, 7 days-a-week. The performance of this expanded agreement will be measured by its timeliness of in-home response to requests for assistance and timely connection of caregivers and children to appropriate services via referrals.

### Equity Training

The agreement with Amy Cipolla Stickles-Wynen for diversity, equity and inclusion training will increase HSD's abilities to recognize, understand, and appreciate cultural differences; and participants' understanding of the impact of race, class, gender, sexual orientation and other 'isms' on individuals, their professional work, the larger organization, and the community members they serve. As a result, trained staff will be better positioned to contribute to an effective multicultural environment in the workplace and more effective service delivery for the community. The performance of this expanded agreement will be measured by participants' ability to address privilege and oppression in their work, including appropriately conversing with their clients about the impact of privilege and oppression in the clients' lives.

### **Financial Impact**

These agreements will not require a new allocation of County General Funds. The California Department of Social Services (CDSS) Family Urgent Response System (FURS) allocation will fund the services outlined in the attached Encompass Community Services agreement and attached resolution. A combination of existing state and federally allocated operational funds, and County allocated General Funds as were included in the Board approved FY 2021-22 HSD budget, will be utilized to fund the Amy Cipolla Stickles-Wynen agreement.

- Encompass Community Services, No. W4094, FY 2021-22 – GL: 392100 - 62381
- Stickles-Wynen Consulting, No. W4109, FY 2021-22 – GL: 392100 - 62381

### **Strategic Plan Element(s)**

1.D (Comprehensive Health & Safety: Behavioral Health) - FURS allows HSD to meet State requirements of a coordinated statewide, regional, and county-level system designed to provide collaborative and timely state-level phone-based response and county-level in-home, in-person mobile response for current and former foster children, youth, and families.

6.A (Operational Excellence: Customer Experience) - The agreement with Amy Cipolla Stickles-Wynen will ensure HSD staff are trained to meet the needs of a diverse community, so as to provide our customers with equitable access to efficient, effective and culturally responsive services.

### **Submitted by:**

Randy Morris, Human Services Director

### **Recommended by:**

Carlos J. Palacios, County Administrative Officer

### **Attachments:**

- a Resolution AUD 60 FURS Unanticipated Revenue (eSign)
- b Agreement 22W4094 Encompass FURS (eSign)
- c ADM-29 22W4094 Encompass

- d Agreement 22W4109 Amy Stickles-Wynen (eSign)
- e ADM-29 22W4109 Amy McDonald Stickles-Wynen



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Community Programs

(831) 454-4130

**Subject:** Study Session on CORE Investments Stakeholder Engagement and RFP Framework Recommendations

**Meeting Date:** September 28, 2021

### **Recommended Action(s):**

- 1) Conduct Study Session on the Collective of Results and Evidence-based (CORE) Investments Request for Proposals (RFP) Framework and stakeholder engagement;
- 2) Direct Human Services Department (HSD) staff to include in the fiscal year (FY) 2022-23 Proposed Budget the following:
  - 2.a Increase the CORE Base allocation by \$500,000;
  - 2.b Reallocate the \$150,000 Set Aside allocation into the CORE Investments base funding and create a tiered approach for CORE RFP program applications;
  - 2.c Reallocate the CORE base allocation of \$131,000 currently provided to the Seniors Council of Santa Cruz and San Benito Counties for State required local match and administrative support to the Area Agency on Aging (AAA) to the HSD Adult and Long-term Care Division budget to specifically support the AAA's required local match and administration;
  - 2.d Re-budget \$75,000 from the FY 2021-22 Encompass CORE Housing Pathways agreement to the next CORE funding cycle at \$25,000 per year; and
- 3) Direct HSD staff to return on or before November 9, 2021, with the CORE RFP, to include the Option three (3) allocation method for a three-year term, and an update on the application process, technical assistance for applicants, review panels and scoring, and award funding decisions process.

### **Executive Summary**

The Collective of Results and Evidence-based (CORE) Investments is both a funding model and a movement designed to improve the well-being of county residents. This memo and accompanying study session presentation shares the process and engagement efforts taken to date to prepare for the upcoming joint Request for Proposals (RFP) with the City of Santa Cruz. HSD is requesting approval of recommendations for developing the RFP framework and direction to include several financial actions, to include a \$500,000 increase to the CORE Base allocation, and reallocation of funds \$150,000 for the CORE Set Aside, \$131,000 to provide the local AAA mandated local match and administration, and \$75,000 of current year unspent funds allocated to Encompass Community Services in the Proposed FY 2022-23 Budget. The Human Services Department staff, with Board approval, will return on or before November 9, 2021 with the CORE RFP and an update on the application

process, technical assistance for applicants, review panels and scoring, and award funding decisions process.

## **Background**

### *Transition from Community Programs Funding Model to the Collective of Results and Evidence-based (CORE) Investments*

In 2015, the Board of Supervisors approved a phased-in approach to transition from the historical Community Programs funding model to a results-based collective impact model and directed the Human Services Department (HSD) to lead the design and implementation process in partnership with interested funders and community partners. After extensive research, and in collaboration with a wide variety of stakeholders from multiple sectors, the HSD Community Programs funding process was transformed into a new model named the Collective of Results and Evidence-based (CORE) Investments. The County and the City of Santa Cruz partnered to implement the first funding cycle of CORE Investments by issuing a joint Request for Proposals (RFP) in 2017 to provide evidence-based safety net services in the areas of physical health, mental health, substance use and homelessness across the age spectrum.

With the first CORE RFP and awards, County funding for safety net services was increased to \$4.335 million, approximately 11%, due to the following actions approved by the Board:

- An increase to the base allocation from \$3.9 million to \$4.1 million (\$200,000)
- The addition of \$150,000 for small agreements, called Set Aside awards
- The \$85,000 augmentation for Meals on Wheels

The City of Santa Cruz's contribution was approximately one million dollars resulting in \$5,235,000 in total funds available for award. A profile of the awarded investments by service area is included in Attachment 1.

These funds were dedicated for a funding term of 3 years; however, the term was extended twice by the Board, resulting in a five-year funding cycle thru FY 2021-22. The first extension was approved in December 2018 to align the CORE agreements with the newly implemented two-year County budget cycle, and the final extension was approved on May 2020 due to the impact of the COVID-19 pandemic.

### *Set Aside*

During the FY 2019-20 budget hearings, HSD was directed to return to the Board with recommendations for the administration of the CORE Investments \$150,000 Set Aside funds. The Board expressed concerns with the resource-intensive manner of administering the small annual awards and directed HSD to return with recommendations for process improvement.

In response to the Board's direction regarding the Set Aside funds, on November 19, 2019, HSD staff made the following initial recommendations:

- The disbursement of Set Aside funds take place every 2 years instead of annually to align with the County's two-year budget cycle
- The next solicitation of the Set Aside funds coincide with the CORE RFP process, still through a streamlined application for awards of \$5000-\$15,000.

### Current Investments

Currently, CORE Investments base funding of \$4.255 million supports 42 agencies representing 67 programs, while 16 agencies/programs are funded through the \$150,000 Set Aside allocation, resulting in total funding of just over \$4.4 million for safety net services.

### Evolution of CORE

From the beginning, there was an acknowledgment that the CORE Investments model would evolve over time. Over the last five years, using a collective impact, results-based approach that is responsive to community needs, CORE Investments has moved beyond just the funding model to also become a movement to achieve equitable health and well-being in Santa Cruz County. This movement, facilitated by the CORE Consultants, Nicole Young from Optimal Solutions Consulting and Nicole Lezin from Cole Communications, has been driven by input, feedback, and ideas from multiple stakeholders including non-profits, public agencies, grassroots groups, funders, and community leaders. A suite of tools, including the continuum of evidence, the CORE Results Menu, and the Library of Evidence-based practices (EBPs) has been developed to support both funders and non-profit partners. These tools can be found online at the [DataShare Santa Cruz County CORE Investments](#) section.

The evolution and refinement of the CORE Investments model and framework has been documented and approved by your Board via progress reports submitted by HSD and Optimal Solutions Consulting. The framework is guided by the CORE vision, mission and values and is grounded in the interconnected CORE Conditions of Health and Well-Being, with equity at the center (Figure 1).

Figure 1



The mission of CORE is to inspire and ignite collective action to ensure Santa Cruz County is a safe, healthy community with equitable opportunities for all to thrive. The CORE Framework identifies equity as a CORE value, with a goal of uncovering the root causes of inequities and disrupting individual, organizational, and systemic practices and structures that perpetuate inequities in opportunities and outcomes.

To bring the original conception of CORE Investments together with the evolution of the movement, the following key elements will continue to be foundational in the recommendations described herein.

- CORE will continue to evolve through engagement with stakeholders.
- CORE Conditions are interconnected, and equity is at the center.
- CORE Conditions are aligned with the County Strategic Plan Focus Areas.
- Data and results are integral to the CORE framework.
- CORE tools have been developed and will be used, with technical assistance, to support the funding process.

### February 23, 2021 CORE Study Session

On February 23, 2021, HSD and Nicole Young of Optimal Solutions Consulting, conducted a study session for the Board and presented the timeline and process to build the next RFP. HSD was asked to engage with other funders, including jurisdictional partners, to pursue alignment of funding for safety net services. HSD was also directed to return with a report on engagement efforts and the proposed framework for the RFP.

## **Analysis**

### Stakeholder Engagement regarding the RFP

HSD, the City of Santa Cruz, and the CORE consultants hosted a series of meetings with funders and community partners to gather input on how to apply the CORE framework and operationalize equity in the upcoming procurement process. These meetings also provided an opportunity to build a shared understanding of the CORE framework, and to deepen connections, communication, and opportunities for alignment for collective impact among funders and community partners. Additionally, those that registered or attended the engagement sessions were offered an option to submit comments via a survey. A summary of the stakeholder engagement process is included in Attachment 2- Core Engagement Meetings & Survey- Summer 2021: *Summary of Key Take-aways.*

Throughout the engagement meetings, funders and service providers were asked to weigh in on the following questions:

- How can the CORE framework be used for making decisions about funding allocations?
- How can we center equity in the CORE funding process in concrete and actionable ways for both funders and services providers?

As reflected in Attachment 2, there were varying ideas and input as well as universal appreciation for the complexities of operationalizing the CORE framework into the procurement process. With regards to equity, some of the key feedback included making equity part of the scoring criteria and to recognize that equity is an ongoing process and applicants shouldn't be penalized for learning. Some common themes regarding the application included keeping the application simple and streamlined, having a different process for small vs large funding requests, and a recognition that simplicity isn't always as easy as it seems and still requires effort for both the funder and applicant. Feedback regarding data and evidence acknowledged their importance while also wanting to allow space for innovation.

Based on review of the lessons learned from the evaluation of the last procurement and recent stakeholder engagement, HSD has developed a set of recommendations for Board consideration.

### Staff Recommendations

#### *Contract Term*

Since the County will complete a one-year budget for FY 2022-23 before returning to the two-year budget cycle, HSD is recommending a three-year contract term for the upcoming CORE RFP funding cycle.

#### *Base Funding, Set Aside and Tiered Funding:*

For FY 2021-22, County CORE funding, including the Set Aside allocation, totals \$4,405,000. For the next RFP funding cycle, HSD has three recommendations that impact the amount of County funding available for awards:

1. Remove from the CORE base allocation the funding that is currently provided to the Seniors Council of Santa Cruz and San Benito Counties for administrative support to the Area Agency on Aging (AAA), \$131,000, for the following reasons:
  - The AAA is a federally and state mandated program that requires a local match to draw down the federal and state funding.
  - The CORE funding awarded to the Senior's Council for the AAA is used for the local match.
  - This is the only existing CORE agreement where all the funding is for a mandated program and non-direct services, measured by administrative performance metrics, with a required local match.
2. Re-budget FY 2021-22 funding for Encompass Community Services Housing Pathways program, which will not be utilized this FY, to the next funding cycle. Encompass received \$75,000 through CORE Investments to provide shelter and housing support services at the River Street Shelter. In FY 2020-21, Encompass and County Behavioral Health mutually agreed to terminate the program. Due to the time that a procurement for these funds would take for the current fiscal year, HSD is recommending that the unspent \$75,000 allocation for FY 2021-22 be re-budgeted over the next CORE funding cycle at \$25,000 per year.
3. Increase the CORE base allocation by \$500,000 for this RFP funding cycle, consistent with what was done for the first RFP and to acknowledge that funding remained flat during the two one-year extensions.

Additionally, staff recommends folding the \$150,000 Set Aside allocation into the CORE Investments base funding. The Set Aside was intended for small awards utilizing a simple application process. In line with this intention is staff's recommendation to create a tiered approach to funding, where application requirements increase with the size of the funding request. The proposed funding tiers are based on historical funding patterns.

- Small: \$5,000 - \$25,000
- Medium: \$25,001 - \$150,000
- Large: \$150,001 - \$450,000

Agreements of all sizes would be driven by community needs as defined and articulated by the applicants. Applicants would describe how the needs they plan to address contribute to equitable health and well-being in one or more of the eight interconnected CORE Conditions and select a target result area and proposed program outcomes.

Approval of the above recommendations would bring the total amount of County funds available for CORE awards to \$4,799,000 per year. With the City's current funding of approximately \$1 million, the total amount of CORE funding is approximately \$5.8 million. HSD is also exploring the possibility of additional funding partners, including

additional local jurisdictions and The Community Foundation of Santa Cruz County, which may increase the funding available for the agreement size categories as well as increase shared goals to advance racial equity and the CORE Conditions of Well-Being.

*Allocation Method Options:*

Three options for the allocation method were discussed with stakeholders:

**Option 1: Fund in a targeted manner and identify specific inequities to address in order to move the needle on targeted CORE Conditions.** The benefit of this approach is that it increases the likelihood of impact in the targeted conditions, recognizing that there would be fewer programs funded with larger awards. HSD staff is not recommending this approach at this time as there isn't sufficient data to determine the conditions to target, and this approach would reduce funding for agencies and services not connected to the targeted CORE Conditions. However, staff recognize that as part of the evolution of CORE, this could be a more viable option for future procurements.

**Option 2: Fund broadly across all CORE Conditions.** This approach mirrors how funds are currently allocated and acknowledges the interconnectedness of the CORE Conditions. A benefit of the broad approach is that it recognizes that all the CORE Conditions have been identified as key aspects of a thriving community and supports many programs and services being offered. One of the limitations of this approach is that distributing limited funding across many programs and services results in smaller awards and potentially less impact. Staff is not recommending this approach for this funding cycle as it does not provide the impact envisioned for CORE.

**Option 3: Fund a hybrid approach that is primarily broad but would also include one deeper investment.** This option acknowledges both the need for a phased transition from funding safety net services broadly and the impact of deeper investments. This approach requires that a portion of the funds available for award be targeted towards the larger investment, and as a consequence, we anticipate that fewer programs will be funded. For this investment, collective impact features would be built into the funding expectations and RFP criteria. In addition, the proposals will be expected to explicitly address equity as both a process and an outcome, regardless of which CORE Condition(s) is/are addressed. The funds for this deeper investment would be separate from the large agreement tier described earlier, and HSD recommends that \$750,000, 13% of the base funding, be directed towards this deeper investment.

The proposed allocations and methodologies for both Option 2 and 3 are in Attachment 3 and an additional description of the hybrid approach is included in Attachment 4.

Additionally, HSD consulted and received concurrence on the hybrid approach from the Health Services Agency, Probation, and County Parks Department.

*Next Steps- RFP Release*

HSD and City staff will continue to incorporate the lessons-learned from the first RFP, feedback from stakeholders, and input from both the Board and City Council to develop the RFP. Staff intend to bring the CORE RFP to the Board and City Council on November 9, 2021 for approval to release within that same week. At that time, HSD and City staff will also provide updates on the following:

- Application process, including recommendations on submission of multiple proposals
- Technical assistance for applicants
- Review panels and scoring
- Award funding decisions process

### **Financial Impact**

CORE Investments awards are funded through County General Funds. Board direction to increase CORE funding by \$500,000 in FY 2022-23 will compete against other future General Fund demands. The rebudget of \$75,000 from current year General Fund savings to \$25,000 annually for the next three fiscal years will also compete against other future General Fund demands. Accordingly, these two proposed increases for the next contracting cycle will be contingent upon the Board's approval of the FY 2022-23 budget and future budgets. Financial detail of the currently funded CORE agreements is included in the FY 21-22 Adopted Budget Continuing Agreements List (CAL), under GL Index 395200, presented elsewhere on today's Agenda.

### **Strategic Plan Element(s)**

1.B (Comprehensive Health & Safety: Community Support) - CORE Investments is a collective impact funding model and movement designed to improve the well-being of county residents.

### **Submitted by:**

Randy Morris, Human Services Director

### **Recommended by:**

Carlos J. Palacios, County Administrative Officer

### **Attachments:**

- a Replacement Page - Funding Areas (clean copy)
- b Attachment 2 CORE Engagement Meetings and Survey
- c Attachment 3 Initial Proposed Funding Allocation Methods and Distribution
- d Attachment 4 CORE Hybrid Tiered Funding Description
- e Item 9 - (11168) CORE Study Session HSD 9.28.21 BOS



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Family and Children's Services  
Division

(831) 454-4130

**Subject:** Approve Agreement with CDSS for Resource Family Approval  
Legal Services

**Meeting Date:** October 5, 2021

### **Recommended Action(s):**

Approve agreement with the California Department of Social Services for resource family approval legal services and authorize the Human Services Department Director to execute the agreement.

### **Executive Summary**

The purpose of this memo is to request authorization for the Human Services Department (HSD) to extend the agreement (Memorandum of Understanding) with the California Department of Social Services (CDSS) for legal consultation related to the Resource Family Approval (RFA) program.

### **Background**

Assembly Bill 403 created the Continuum of Care Reform (CCR) for child welfare services in California in 2015. As part of CCR, the Resource Family Approval (RFA) program was created to provide a family friendly and child-centered resource family approval process to replace multiple processes for licensing foster homes, approving relatives and non-relative extended family members as foster care providers, and approving adoptive families. The process establishes a single set of standards for resource family approvals and aims to reduce the use of congregate care placement settings and to decrease the length of time for each child to obtain permanency. On August 27, 2017, the Board approved a two-year agreement between the County and the California Department of Social Services (CDSS) outlining that CDSS will act as the legal representative on behalf of the County in the provision of legal consultations and legal representation on appeals of RFAs. On March 24, 2020 the Board approved an extension to the agreement. The agreement is again being extended with no substantive changes.

### **Analysis**

The agreement between the County and CDSS for Resource Family Approval Legal Services outlines that CDSS will continue as the legal representative on behalf of the County in the provision of legal consultations and legal representation on appeals of RFAs. This legal representation leverages CDSS expertise and is a service provided to many counties in California. HSD staff has been very satisfied with the quality of the service in relation to local cases represented by CDSS on RFA appeals. There is no cost associated with this service and preserves time and resources that would typically

be required for County Counsel representation. The agreement has also been reviewed and approved by County Counsel and Risk Management.

**Financial Impact**

HSD is entering into this agreement for CDSS to provide legal representation on all appeals to an RFA Notice of Action for denial or rescission of resource family approval. This service is being provided at no cost, so there is no financial impact from entering into this agreement.

**Strategic Plan Element(s)**

1.D (Comprehensive Health & Safety: Behavioral Health) - The MOU allows HSD to meet State requirements related to necessary supports for families caring for children in the foster care system who are experiencing legal issues.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Agreement - CDSS RFA Legal 21-5047



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Family and Children's Services  
Division

(831) 454-4130

**Subject:** Approve updated MOU with Monterey County for Cherish Program

**Meeting Date:** October 5, 2021

### **Recommended Action(s):**

Approve amendment to Memorandum of Understanding with the Monterey County Department of Social Services for use of their Receiving Center from a two-year total of \$10,000 to a revised two-year total of \$35,872 and authorize the Human Services Department Director to execute the agreement.

### **Executive Summary**

The Human Services Department (HSD) Family and Children's Services (FCS) division requests approval to amend the Memorandum of Understanding (MOU) with the Monterey County Department of Social Services (MCDSS) for use of their Cherish Receiving Center for emergency placement of youth who have been removed from their family or foster care youth in placement transition. In addition to increasing the total amount of the agreement to a new total of \$35,872, the Receiving Center is also transitioning from a maximum 23-hour emergency placement to a maximum 72-hour emergency placement. Once approved by your Board, the amendment will be forwarded to MCDSS for finalization.

### **Background**

MCDSS provides emergency placement services through its CHERISH Receiving Center for children subjected to abuse and/or neglect by providing a safe, temporary space for these children immediately after removal from their homes and mitigating trauma experienced by the removal. HSD FCS needs to utilize Cherish Receiving Center as an adjunct to its local programs as there is no local equivalent facility in Santa Cruz County. MCDSS has made this space available to HSD FCS via MOU since 2016 and is willing to not only continue doing so but also expanding the maximum emergency placement time from 23 hours to 72 hours.

### **Analysis**

Through California Assembly Bill 403 (2015) and the Federal and State mandated Continuum of Care Reform, temporary shelter care facilities such as Cherish have been allowed to extend beyond a maximum of 23 hours to better serve the needs of children and youth, and to find the most appropriate placement. The amendment includes updated terms to permit HSD FCS to place a child or youth at Cherish for up to a maximum of 72 hours. This will ensure the necessary access to these critical emergency placement services while HSD FCS Social Worker find safe and appropriate longer-term placement based on the individual needs of the child.

HSD has fully expended the current \$10,000 budget of the two-year agreement that runs until June 30, 2022. This amendment also increases adds an additional \$25,872 to the MOU budget, for a total of \$35,872. This will allow use of these expanded services to continue through the term of the agreement, taking into consideration the increased costs associated with the expanded placement time available at Cherish.

**Financial Impact**

Approval of the amended agreement does not result in an additional General Fund contribution. The funding for this agreement comes from 2011 Realignment and was included in the Board approved FY 2021-22 HSD budget.

Monterey County Department of Social Services, No. 22B02394  
- Index/GL Key: 392200/74032

**Strategic Plan Element(s)**

1.D (Comprehensive Health & Safety: Behavioral Health) - The MOU allows HSD to provide children/youth removed from their family or transitioning to another placement the necessary supports to reduce trauma and research more thought placement options.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Agreement - MCDSS CHERISH MOU Amendment 1 (eSign)



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

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

**Subject:** Extend Limited Term Positions for Emergency Shelter Response Efforts

**Meeting Date:** October 19, 2021

#### **Recommended Action(s):**

Ratify the extension of 35.0 full-time equivalent (FTE) limited-term positions in the Human Services Department (HSD) in the COVID Unit Index 391300 to include: 3.0 Clerical Supervisor I, 1.0 Clerical Supervisor II, 2.0 Clerk II until October 2, 2021, and 1.0 Administrative Aide, 7.0 Clerical Supervisor I, 8.0 Clerical Supervisor II, 9.0 Clerk II, 1.0 Mental Health Client Specialist, and 3.0 Program Coordinator until December 31, 2021, and authorize the County Administrative Officer to extend the term as needed through the end of fiscal year 2021-22 to sustain staffing stability and continue COVID-19 emergency shelter operations.

#### **Executive Summary**

HSD requests the Board ratify the term date of 35.0 FTE limited-term positions to maintain the emergency shelter response to the COVID-19 pandemic. These positions will provide continued stability to the response for the pandemic including decreasing the risk for COVID-19 transmission among people experiencing homelessness.

#### **Background**

Since the start of the COVID-19 pandemic response, HSD has hired over 400 extra-help employees and 73 FTE limited-term positions to support the local COVID response and shelter operations. To date, these staff have supported over 1,300 people experiencing homelessness to shelter in place and/or isolate/quarantine safely. On December 8, 2020, HSD requested 45 FTE limited-term classifications and on February 23, 2021, HSD requested an additional 28 FTE limited-term classifications to support shelter operations. Through the FY 2021-22 Supplemental Budget process, the County Administrative Office requested extension of the 45 FTE limited-term positions until September 30, 2021. At that time, the continued funding through FEMA, American Rescue Plan Act of 2021, and the California State Office of Emergency Service was uncertain. Based on the knowledge of the continued funding for pandemic response, HSD will need to maintain shelter operations and sustain an expanded workforce through December 31, 2021, or until all COVID-19 emergency shelters are closed.

#### **Analysis**

Acceptance of the extension of the limited-term positions is necessary to mitigate the effects of COVID-19 among people experiencing homeless. HSD will utilize these limited-term positions to sustain staffing stability and continue shelter operations in both

North and South County.

**Financial Impact**

Funding for these positions will be provided through FEMA, the American Rescue Plan, and other funding sources for the COVID-19 shelter response. There will be no General Fund impact.

- Index/GL Key: 391300

**Strategic Plan Element(s)**

1.A. Comprehensive Health & Safety: Health Equity

1.B. Comprehensive Health & Safety: Community Support

2.D Attainable Housing: Homelessness

Approving the extension of the limited term positions furthers the County's strategic plan goals of health equity, community support and homelessness by continuing to provide shelter support services to people who are 65 and older, medically vulnerable, and experiencing homelessness.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Administration Services Division

(831) 454-4130

**Subject:** General Assistance Changes and Grant Increase

**Meeting Date:** October 19, 2021

### **Recommended Action(s):**

- 1) Approve 5.3% increase to the Santa Cruz County General Assistance (GA) grant amount that aligns with a statewide increase to the CalWORKs Maximum Aid Payment; and
- 2) Approve recommended changes to the General Assistance program regulations regarding personal property, total budgetary need and excluded income.

### **Executive Summary**

The Human Services Department (HSD) is requesting a 5.3% increase to the Santa Cruz County General Assistance (GA) grant amount that aligns with a statewide increase to the CalWORKs Maximum Aid Payment (MAP) levels effective October 1<sup>st</sup>, 2021. HSD is also proposing changes to the GA program regulations regarding personal property, budgetary need, and income.

### **Background**

The GA program is a State mandated, 100% County funded program that provides cash assistance to eligible disabled or unemployed single adult county residents who are ineligible for other cash aid programs. As a result of a lawsuit by an advocacy group in 1979, the Santa Cruz County Board of Supervisors indexed the GA grant payment with that of the former AFDC (Aid to Families with Dependent Children), program, now known as CalWORKs. Recently, the California Department of Social Services issued All County Letter 21-87 which implements a statewide increase to the CalWORKs Maximum Aid Payment (MAP) levels effective October 1<sup>st</sup>, 2021.

HSD is also proposing to modify the personal property, total budgetary need and excluded income sections of the GA regulations to clarify how gift cards are treated within GA to align with other programs, and to simplify the eligibility process.

### **Analysis**

Around 700 individuals receive GA benefits annually. Nearly 80% of the individuals in the GA program lived in the county more than a year before accessing GA, and about 50% of the recipients are on the program 3 months or less. The proposed 5.3% increase to the GA grant amounts aligns with the upcoming CalWORKs MAP increase, and will provide additional financial support to GA recipients in meeting their basic needs.

Current GA regulations generically refer to “gifts,” “credit card purchases,” and “contributions,” as income. The State shared policy guidance with counties clarifying that vendor specific gift cards are not to be considered income or property for the CalFresh program. GA recipients who have the ability to work and also receive CalFresh food benefits may participate in a CaFresh Employment Training (CFET) program. Some CFET provider organizations who serve GA recipients provide gift cards as part of their program.

The proposed regulation changes to clarify the treatment of establishment-specific gift cards will align with other benefit programs and avoid potentially penalizing GA recipients participating in a CFET program in their effort towards self-sufficiency. Eliminating contributions and credit card purchases from the total budgetary need calculation will streamline the eligibility process for applicants and staff by eliminating two items that are less clearly defined and verified as available income.

Attachment A provides a summary of the increase to the GA grant amounts and the proposed regulation changes. On September 15, 2021, the changes were reviewed by the Santa Cruz County Human Services Commission, and the Commission recommended adoption of the recommended actions by the Board. Pending Board of Supervisors approval, the recommended changes to the GA program regulations would be effective October 1<sup>st</sup>, 2021.

### **Financial Impact**

The recommended GA increase was included in the HSD FY 2021-22 budget and will not require an increase in appropriations. The regulation changes will not have a financial impact.

### **Strategic Plan Element(s)**

1.B. (Comprehensive Health & Safety: Community Support) - The recommended GA grant increase will increase public assistance support to vulnerable members of our community.

6.A/B. (Operational Excellence: Customer Experience and Continuous Improvement) - Clarifying the types and treatment of certain forms of income will align with other benefit programs to streamline the eligibility processes and better support participants.

### **Submitted by:**

Randy Morris, Human Services Director

### **Recommended by:**

Carlos J. Palacios, County Administrative Officer

### **Attachments:**

- a Attachment A GA MAP Increase
- b Attachment B GA Loan Amounts



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Employment and Benefit Services Division

(831) 454-4130

**Subject:** Approve Renewing Mail Services Agreement with Housing Matters

**Meeting Date:** October 19, 2021

### **Recommended Action(s):**

Approve an agreement with Housing Matters, in the amount of \$88,787, to provide mail services for individuals and families experiencing homelessness, and authorize the Director of Human Services to execute the agreement.

### **Executive Summary**

The Human Services Department (HSD) seeks the Board of Supervisors' (Board) approval of a renewing a revised contract with Housing Matters to provide mail services for people experiencing homelessness at Housing Matters' Coral Street campus. Mail services under this agreement are specifically for families and individuals experiencing homelessness who also receive benefits administered by HSD including, Medi-Cal, CalFresh, CalWorks and General Assistance. The fiscal year (FY) 2021-22 contract will also include expanded mail services for residents of the Rebele Family shelter located on the Coral Street campus.

### **Background**

Since October of 2015, the County of Santa Cruz has provided mail services through a contract HSD administers with Housing Matters at their Coral Street campus for individuals experiencing homelessness who are also recipients of or applicants for public benefits assistance. Mail services are provided to those who do not have a mailing address, which is critical to receiving correspondence related to initial and ongoing benefits administered through HSD. The mail services also provide outreach information regarding additional benefits that service recipients may be eligible for, and how to apply for and access those benefits.

### **Analysis**

In FY 2020-21, Housing Matters Homeless Mail Services provided mailbox services to more than 1,345 individuals and families applying and receiving assistance, exceeding the contract performance target of 1,200. For FY 2021-22, the Mail Services program contract will be increased by \$15,000 to a total contract amount of \$88,787 to add service to families experiencing homelessness and in receipt of CalWORKs cash assistance, specifically families residing at the Rebele Family Shelter located on the Housing Matters campus. The additional funds will be used to increase the mailroom coordination staffing and expanding mailroom availability from 4 hours a day to 6 hours a day.

**Financial Impact**

This agreement will not require a new allocation of County General Funds.

A combination of existing Medi-Cal, CalFresh and CalWORKs benefit administration funds allocated to HSD through the California Department of Social Services (CDSS) that were included in the Board approved FY 2021-22 HSD budget will fund the services outlined in the attached Housing Matters Homeless Mail Services agreement.

Housing Matters, No. 22W3989, FY 2021-22, - GL: 391200/75291

**Strategic Plan Element(s)**

2.D (Attainable Housing: Homelessness) - The mail services provided through this agreement allows individuals experiencing homelessness to receive critical mail related to initial and ongoing public benefits administered through HSD, helping to potentially alleviate some of the poverty that contributes to homelessness. As such, this agreement enhances HSD's ability to meet the County's strategic goal to expand services to reduce homelessness and increase housing stability.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Agreement - 22W3989 Housing Matters Mail Services (eSign)
- b ADM-29 22W3989 Housing Matters



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Administration Services Division

(831) 454-4130

**Subject:** Approve Agreement for Public Guardian Consultant

**Meeting Date:** October 19, 2021

### **Recommended Action(s):**

Approve an agreement with Lisa Lahowe, in the total amount of \$178,000, to provide consulting services related to the transition and integration of the Public Guardian Office from the Health Services Agency to the Human Services Department, and authorize the Director of Human Services to execute the agreement.

### **Executive Summary**

The Human Services Department (HSD) is requesting Board approval for an agreement with Lisa Lahowe to provide specialized consultation services related to the inter-departmental transition and integration of the Public Guardian Office (PGO) from the Health Services Agency (HSA) to the Human Services Department (HSD) effective July 1, 2022.

### **Background**

The PGO is currently located within HSA but is scheduled to transition into the HSD Adult & Long-Term Care Services Division effective July 2022 as per a plan developed collaboratively by the County Administrative Office, HSA, and HSD. HSD ALTC Division includes Adult Protective Services, In-Home Supportive Services, and County Veterans Service Office. Transitioning PGO to HSD ALTC will create a more integrated continuum of adult safety net services to better serve older and disabled adults in the community. Lisa Lahowe's expertise is uniquely suited to provide consultation services for this transition because of her direct experience doing similar work in a large county jurisdiction and her reputation as a known subject matter expert across the State.

### **Analysis**

The State of California is in the process of implementing the recommendations of the Governor's Office 10-year Master Plan for Aging (MPA). Under its Inclusion & Equity goal, protection from abuse, neglect, and exploitation strategy, the MPA Fiscal Year 2021-2022 initiative calls for assessing the needs and capacities of local Public Guardians given growing and changing program necessities. Additionally, according to the California Department of Finance, those age 60 and over will comprise 28% of the population of Santa Cruz County by 2030. To meet the State's strategic plan goals, to prepare for the anticipated growth in the client population, and due to the extremely vulnerable nature of the clients served by the PGO, the successful transition of PGO to HSD from HSA is imperative.

Lisa Lahowe brings specialized consulting services uniquely suited to the development and implementation of a plan to transition the PGO from HSA to HSD. Ms. Lahowe has over 28 years of experience working in the area of aging and social services, with 15 of those years working in the County of Alameda PGO. Ms. Lahowe has direct experience successfully leading the inter-departmental merging of the Public Administrator's (PA) Office with the PGO in a larger county jurisdiction within California. Ms. Lahowe is also a State recognized subject matter expert of Public Guardian issues and has been called to testify in multiple jurisdictions, including Sonoma County and the City of Santa Rosa, on PGO best practices.

**Financial Impact**

This agreement will not require a new allocation of County general funds. This agreement is funded by General Funds already appropriated in HSD's fiscal year 2021-22 budget.

Lisa Lahowe, No. 22W4107

- Index/GL Key: 392100- 62381 – WCEC4- W424

**Strategic Plan Element(s)**

6.A Operational Excellence: Customer Experience - Moving PGO to HSD creates an organizational structure that provides for continuity of care in the delivery of safety net services across a vulnerable adult's lifespan, which improves client experience and health outcomes.

6.D Operational Excellence: Continuous Improvement - Aligning safety net programs that serve vulnerable adults allows for economy of scale and fiscal responsibility.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Agreement 22W4107 Lisa Lahowe PGO Consultant (eSign)
- b ADM-29 22W4107 Lahowe, Lisa



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Employment and Benefit Services Division

(831) 454-4130

**Subject:** Approve CalFresh Outreach Agreement with Second Harvest Food Bank

**Meeting Date:** October 19, 2021

### **Recommended Action(s):**

Approve an agreement with Second Harvest Food Bank, in the amount of \$343,770, for provision of CalFresh outreach and application assistance, and authorize the Director of Human Services to execute the agreement.

### **Executive Summary**

Since 2010, HSD has contracted with Second Harvest Food Bank to provide CalFresh outreach, awareness, education and application assistance for eligible and potentially eligible CalFresh recipients, and to increase participation in the CalFresh program. In fiscal year (FY) 2020-21, 78% of the households who received assistance from SHFB to apply for CalFresh were successfully approved for benefits.

### **Background**

Since 2010, HSD has contracted with Second Harvest Food Bank to provide CalFresh outreach, awareness, education and application assistance for eligible and potentially eligible CalFresh recipients to increase participation in the CalFresh program. In fiscal year (FY) 2020-21, 78% of the households who received assistance from SHFB to apply for CalFresh were successfully approved for benefits.

### **Analysis**

Based on prior year outcomes and emerging needs, HSD recommends the Board approve the renewing agreement with SHFB to continue providing CalFresh outreach awareness, education and application assistance. The proposed contract includes an increase of \$50,000 for FY 2021-22 to expand education and outreach efforts in line with the Department's goals to reach specific vulnerable populations that are traditionally hard to reach. The increase also considers costs for additional outreach materials. Specifically, SHFB will increase coordination with partner agencies, utilize community-based outreach strategies, and will expand the annual CalFresh Awareness Month activities in May of 2022 to allow for adequate planning and to maximize resource development. This contract will continue to be measured by the number of new households determined eligible for CalFresh as a result of SHFB application support, as well as the number of partnering agencies trained to provide outreach and application assistance.

### **Financial Impact**

This agreement will not require a new allocation of County General Funds.

The California Department of Social Services (CDSS) CalFresh allocation, as included in the Board approved FY 2021-22 HSD budget will fund the services outlined in the attached CalFresh Outreach contract.

Second Harvest Food Bank, No. 22W3902, FY 2021-22 – GL: 392100-62381

**Strategic Plan Element(s)**

1.B (Comprehensive Health & Safety: Community Support) - HSD contracts with Second Harvest Food Bank to assist eligible and potentially eligible CalFresh recipients experiencing food insecurity to increase access to food and basic nutritional support through comprehensive CalFresh application assistance. As such, this agreement enhances HSD's ability to meet the County's strategic goal to provide access to food through integrated social services.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Agreement 22W3902 Second Harvest Food Bank - CalFresh Outreach (eSign)
- b ADM-29 22W3902



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Employment and Benefit Services Division

(831) 454-4130

**Subject:** Approve Renewing Adoption Services Agreements with Seneca and Wayfinder

**Meeting Date:** October 19, 2021

### **Recommended Action(s):**

- 1) Approve an agreement with Wayfinder Family Services, Contract No. 22W3998, in the amount of \$206,700, to provide psychosocial assessment and adoption support services, and authorize the Director of Human Services to execute the agreement; and
- 2) Approve an agreement with Seneca Family of Agencies, Contract No. 22W4110, in the amount of \$102,200, to provide psychosocial assessment and adoption support services, and authorize the Director of Human Services to execute the agreement.

### **Executive Summary**

The Human Services Department (HSD) recommends the the Santa Cruz County Board of Supervisors (Board) approve two renewing agreements with Wayfinder Family Services (Wayfinder) and with Seneca Family of Agencies (Seneca), both to provide for psychosocial assessment and adoption support services. The agreements are consistent with the California Department of Social Services (CDSS) mandate for counties to manage the Private Adoption Agency Reimbursement Program (PAARP), which was formerly administered by the State.

### **Background**

The Family and Children's Services (FCS) Division of HSD is the adoption agency for Santa Cruz County, and as such administers our county's Resource Family approval process to determine whether a family is approved to begin adoption proceedings. Both Wayfinder and Seneca provide HSD with contracted psychosocial assessment services as a key component of the FCS Resource Family approval process.

Additionally, through the state's PAARP, CDSS previously compensated California's local adoption agencies for completed adoptions through the PAARP. In 2019, responsibility for collecting and processing PAARP claims shifted from CDSS to county child welfare agencies. This shift in responsibilities includes compensating licensed private adoption agencies for the costs associated with supporting families through the process of adopting children and non-minor dependents (NMDs) eligible for Adoption Assistance Program (AAP) benefits, with PAARP funding allocated by CDSS to county child welfare agencies. As a result, contracted services for both Wayfinder and Seneca

have since included an array of pre-and post-adoption services needed for Resource Families approved for adoption of a child in the child welfare system.

## **Analysis**

In order to continue adequate psychosocial assessment services to facilitate Resource Family approvals, and to increase support for the recent transition of PAARP responsibilities from the State to the County, HSD seeks to renew agreements with two service providers, Wayfinder, and Seneca. The fiscal year (FY) 2021-22 renewing agreements will allow HSD to compensate both Wayfinder and Seneca at increased amounts for eligible AAP benefits related to supporting families through the process of adopting children and NMDs. Eligible benefits include support for preparing the family for adoptions, conducting post adoptive placement visits, assisting the family with finalization of the adoption, and providing any other related adoption activities.

While both contractors provide assessment and support services for resource families engaging in the adoption process, mono-lingual Spanish speaking families are served specifically through the agreement with Seneca for bilingual services. During FY 2020-21, Wayfinder and Seneca provided these services through purchase orders, facilitating approximately 25 adoptions across both contractors. Based on the successful performance of both entities, HSD recommends renewing agreements with both vendors for these services in FY 2021-22.

## **Financial Impact**

These agreements will not require a new allocation of County General Funds. The California Department of Social Services (CDSS) Resource Family Approval (RFA) funds and Private Adoption Agency Reimbursement Program (PAARP) allocations, as were included in the Board approved FY 2021-22 HSD budget, will fund the attached Wayfinder Family Services and Seneca Family of Agencies agreements.

Wayfinder Family Services, No. 22W3998, FY 2021-22

- Psychosocial Assessments – 392100 – 62885 – WCEC3 – 08880031
- PAARP – 392100 – 62885 – WCEC3 – 01170068

Seneca Family of Agencies, No. 22W4110, FY 2021-22

- Psychosocial Assessments – 392100 – 62885 – WCEC3 – 08880031
- PAARP – 392100 – 62885 – WCEC3 – 01170068

## **Strategic Plan Element(s)**

1.B (Comprehensive Health & Safety: Community Support) Adoption support services prepare families for adoption through home visits, assistance in gathering the required documents, and connecting to services, which facilitates the adoption process to completion.

## **Submitted by:**

Randy Morris, Human Services Director

## **Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Agreement 22W3998 Wayfinder - Adoption Assessments and Support Services (eSign)
- b Agreement 22W4110 Seneca - Adoption Assessments and Support Services (eSign)
- c ADM-29 22W3998 Wayfinder
- d ADM-29 22W4110 Seneca



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Community Programs

(831) 454-4130

**Subject:** Release CORE RFP, accept Packard revenue, and defer CORE annual progress report

**Meeting Date:** November 9, 2021

### **Recommended Action(s):**

1. Consider and approve release of the Collective of Results and Evidence-based (CORE) Investments Request for Proposals (RFP);
2. Defer CORE annual report to no later than December 2022 to include a final five-year report;
3. Ratify submission of grant application to the David and Lucille Packard Foundation (Packard Foundation) in the amount of \$150,000 to further develop CORE and authorize the Director of Human Services to sign the approved Packard Foundation grant agreement;
4. Adopt a resolution accepting and appropriating unanticipated revenue in the amount of \$150,000 from the Packard Foundation, as detailed in the attached resolution, and take related actions as recommended by the Director of Human Services;
5. Direct HSD staff to return on or before March 2022 with a status report on the CORE applications submitted and subsequent rating panel process.

### **Executive Summary**

The Collective of Results and Evidence-based (CORE) Investments is both a funding model and a movement designed to improve the well-being of county residents. This memo and accompanying presentation provide the Request for Proposals (RFP) for approval to release, and updates on the application process, technical assistance, review panels and scoring, and award funding decisions process. There is also a request for a deferral of the annual CORE report to no later than December 2022 and at that time provide a final five-year report, and there is a recommendation to accept unanticipated revenue from the Packard Foundation in the amount of \$150,000 to support the work of the CORE consultants, Optimal Solutions Consulting.

### **Background**

In 2015, the Board of Supervisors approved a phased-in approach to transition from the historical Community Programs funding model to a results-based collective impact model. After extensive research, and in collaboration with a wide variety of stakeholders from multiple sectors, the Human Services Department (HSD) Community Programs funding process was transformed into a new model named the Collective of Results and Evidence-based (CORE) Investments.

From the beginning of the transition, there was an acknowledgment that the CORE Investments model would evolve over time. Over the last five years, CORE Investments has moved beyond just the funding model to also become a movement to achieve equitable health and well-being in Santa Cruz County. This movement has been facilitated by the CORE Consultants, Nicole Young from Optimal Solutions Consulting and Nicole Lezin from Cole Communications, and has been driven by input, feedback, and ideas from multiple stakeholders. In January 2019, HSD was awarded a \$100,000 grant from the Packard Foundation that was used to support the work of Optimal Solutions, which was subsequently augmented with another \$50,000 in Packard Foundation funding for FY 2020-21.

HSD has updated the Board on the status of CORE agreements by providing annual reports on the progress of programs and services. The agreements funded by CORE are in the fifth and final year of the current funding cycle.

HSD and the City of Santa Cruz will be jointly releasing an RFP for the next CORE Investments funding cycle. HSD and the City of Santa Cruz staff have kept both the Board and City Council abreast of the activities leading up to the release of the RFP.

On February 23, 2021, HSD and Nicole Young of Optimal Solutions Consulting, conducted a study session for the Board and presented the timeline and process to build the upcoming RFP. HSD was asked to engage with other funders, including jurisdictional partners, to pursue alignment of funding for safety net services. HSD was also directed to return with a report on engagement efforts and the proposed framework for the RFP.

On September 28, 2021, HSD presented to the Board on stakeholder engagement and shared a set of recommendations for the RFP framework that were approved by the Board:

- Three-year contract term
- Adjustments to the base funding, including folding in the Set Aside allocation, resulting in \$4,799,000 in County funding available for awards
- Tiered funding approach- small, medium, and large awards
- Hybrid allocation method- primarily broad with one \$750,000 Targeted Impact award, which is separate from the other funding tiers

Additionally, HSD discussed the exploration of additional funding partners, including The Community Foundation of Santa Cruz County (The Community Foundation).

The Santa Cruz City Council also approved related recommendations on September 28, 2021.

Your Board directed HSD to return on or before November 9, 2021, with the CORE RFP to include the hybrid allocation method for a three-year term, and an update on the application process, technical assistance for applicants, review panels and scoring, and award funding decisions process.

## **Analysis**

### **Engagement with Stakeholders**

On October 19, 2021, HSD, the City of Santa Cruz, and the CORE consultants hosted a meeting with community partners and funders to further dialogue about the CORE RFP. The CORE consultants also administered a brief online survey to obtain input on training and technical assistance (TA) needs related to the CORE RFP. Some key take-aways from the meeting include:

- Feedback from stakeholders has influenced the CORE Investments RFP application parameters.
- Although applications parameters have become clearer, applicants still have many questions, especially about how equity will be operationalized in the RFP, proposal review and scoring processes, and funding award decisions.

HSD and The Community Foundation have shared goals to advance racial equity and the CORE Conditions of Health and Well-Being. In exploring options for aligning funds upon release of the CORE RFP, both HSD and The Community Foundation have agreed to resume consideration of aligning funding efforts in the Spring, after the County CORE applications and Community Foundation grant applications are received.

A summary of this meeting and survey results is included in Attachment 1: *CORE Investments Stakeholder Engagement Session Meeting Notes October 19, 2021*.

### CORE RFP

Since the September 28, 2021 Board and City Council presentations and the October 19, 2021 engagement meeting, HSD and City staff worked to translate broad parameters into an RFP (Attachment 2) that reflects the intent of CORE to advance equitable health and well-being for all people, across the lifespan, using a results-based, collective impact approach.

#### *Who Can Apply?*

Agencies who are non-profit 501(c)(3) and public partners in the education arena are eligible to apply for CORE funding. Nonprofits 501(c)(3) acting as fiscal sponsors are eligible to apply for the program(s) for which they provide fiscal oversight. Collaboratives may apply for funding, as long as there is an identified lead fiscal agency (applicant) that is a 501(c)(3). Additionally, federally recognized tribal agencies are eligible to submit proposals through this RFP.

#### *What is CORE Funding For?*

CORE Investments represent a shared commitment of the County and City to promote the health and well-being necessary for all county residents to thrive. Equity is central to this effort and compels us to identify populations within the county who may face particular obstacles to their health and well-being, to create solutions tied to their needs, and to address the root causes of inequity.

The small, medium, and large grants are primarily for direct service programs or projects that address one or more CORE Conditions. The Targeted Impact grant is

intended to fund a collective impact approach to contribute to equitable health and well-being in one or more of the eight interconnected CORE Conditions and explicitly focuses on addressing racial equity. Additional features of the Targeted Impact grant include:

- Focus on direct services tied to outcomes
- May include activities that increase cross-sector capacity building, coordination, systems change, etc.
- Aligns efforts behind a common agenda and community aspiration
- Driven by shared measurement, data, and insights that fuel strategic and relevant learning about needs, gaps, and progress
- Engages partners and sectors in mutually reinforcing activities that amplify impact instead of duplicating efforts, yielding the most leverage possible (particularly of multiple funding streams, but also information sharing, shared learning, alignment)

### *Application and Award Parameters*

Based on lessons learned from the first RFP and input received during engagement meetings regarding clarity and transparency, HSD and the City have put in place some parameters on applications and awards.

While there is no limit on the number of proposals an applicant may submit, agencies cannot apply for the same program or project in multiple tiers or proposals.

Agencies may apply for up to and no more than 25% of total funding available, or \$1,469,750, across all tiers. For agencies applying for collaborative projects or Targeted Impact funding, only the part of the budget request going directly to the agency will be counted towards the 25%.

While some federal grants cap administrative rates at 10%, CORE Investments will consider administrative rates up to 15%.

The intent is to fund proposals as close to the amount requested as possible. But realistically, HSD and the City may need to adjust funding awards to achieve allocation targets in each tier. For all tiers, proposals recommended for funding will not be adjusted by more than 10% from the original amount requested.

### *Application Process and Submission*

An online application portal is available for submission of proposals in all tiers. The application portal is a web/cloud-based digital tool for collecting, managing, and reviewing online application submissions. Applicants are encouraged to use the online application portal and TA will be made available. Alternative formats (digital or paper application) also will be accepted.

Once the RFP is approved by the Board and City Council, HSD and the City are planning on releasing the RFP on November 16, 2021 with proposals due by 5:00 pm on February 4, 2022.

### Training and Technical Assistance (TA)

The CORE consultants will provide training and TA to applicants through a combination of trainings, drop-in office hours, and individual (one-on-one) sessions from mid-November 2021 through early-February 2022. The training and TA schedule and registration links will be posted on HSD's website. Some of the topics that will be supported through group training and individual TA include:

- Aligning proposed programs/projects with the CORE Conditions for Health & Well-being
- Developing a theory of change and logic model with an equity lens
- Using CORE tools to tell your story and develop program outcomes
- Refining program outcomes and evaluation tools with an equity lens
- Using community data and stories for continuous learning and improvement

All group trainings will be offered in English with interpretation and written materials available in Spanish. Group trainings will be recorded and posted on HSD's website. Simultaneous interpretation will be provided during office hours and individual TA sessions by request.

Additionally, there will be an Applicant Conference that will be recorded and posted, assistance for use of the online application portal, and a regularly updated Frequently Asked Questions (FAQs) document to support agencies through the application process.

### Scoring Panels and the Review Process

HSD and the City are preparing for the process of recruiting and selecting reviewers to participate on the scoring panels and how to construct the panels. After all proposals have been submitted, HSD and City staff intend to return to the Board and Council to provide a status report on the applications received and the subsequent review and scoring process.

### Deferral of Annual Report

Due to the need to dedicate HSD staff resources to the development of the RFP process, HSD is recommending a deferral of the annual report on the currently funded agreements to no later than December 2022. At that time, HSD would provide a final five-year report on the first cycle of CORE agreements.

### Packard Foundation Grant

On September 10, 2021, HSD submitted an application (Attachment 3) for new Packard Foundation grant funds to increase capacity to apply CORE as the funding model and movement to achieve equitable health and well-being, and to mitigate the long-term impacts of COVID-19 through the establishment of the CORE Institute for Innovation and Impact. The grant application requests \$150,000 for an 18-month period from January 1, 2022 through June 30, 2023. Due to a short application period, HSD was

unable to bring the grant to the Board for prior approval, but the full grant proposal and budget are attached for the Board for ratification.

On October 15, 2021, HSD received notification from the Packard Foundation that the grant request was approved. In order to support the ongoing development of the CORE Investments funding model and movement, HSD recommends the Board authorize the Human Services Director to sign the attached Packard Foundation agreement (Attachment 4), and that the Board adopt the attached resolution (Attachment 5) to accept and appropriate \$150,000 in unanticipated revenue from the Packard Foundation into HSD's FY 2021-22 budget.

### Next Steps

HSD and City staff plan to return to the Board and City Council in March 2022 with a status report of the CORE applications received and the rating panel process.

### **Financial Impact**

CORE Investments awards are funded through County General Funds. Award of funds for the next contracting cycle will be contingent upon the Board's approval of these funds in the FY 2022-23 budget.

The attached unanticipated revenue resolution (Attachment 5) details the recent Packard Foundation grant allocation and will allow for the awarded \$150,000 to be included in the HSD budget for distribution to support CORE Investments planning and implementation.

### **Strategic Plan Element(s)**

1.B (Comprehensive Health & Safety: Community Support) - CORE Investments is a collective impact funding model and movement designed to improve the well-being of county residents.

### **Submitted by:**

Randy Morris, Human Services Director

### **Recommended by:**

Carlos J. Palacios, County Administrative Officer

### **Attachments:**

- a CORE Stakeholder Engagement Session Notes - 10.19.2021 - Attachment 1
- b CORE RFP - Attachment 2
- c Packard Grant Proposal - Attachment 3
- d Packard Grant Award Agreement 19-15-21 - Attachment 4
- e AUD 60 CORE - Packard Foundation - Attachment 5



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Human Services Department: Administration Services Division

(831) 454-4130

**Subject:** THP and HNP grant and revenue acceptance

**Meeting Date:** November 9, 2021

### **Recommended Action(s):**

1. Adopt resolutions for Fiscal Year 2022-23 allocation awards for the Housing Navigator and Transitional Housing Programs in the combined amount of \$172,800;
2. Approve submission of an application to the California State Department of Housing and Community Development for the Round Two Navigators Program in the amount of \$26,400 to facilitate young adults ages 18-21 to secure and maintain housing, with a priority on young adults currently or formerly in the foster care system and authorize the Director of Human Services to sign the application on behalf of the County; and
3. Approve submission of an application to the California State Department of Housing and Community Development for Round Three of the Transitional Housing Program in the amount of \$146,400 to facilitate young adults ages 18-24 to secure and maintain housing, with a priority on young adults currently or formerly in the foster care system and authorize the Director of Human Services to sign the application on behalf of the County.

### **Executive Summary**

To provide access to housing and other emergency assistance for youth and young adults in crisis, the Human Services Department (HSD) recommends the Board approve submission of applications with the California Department of Housing and Community Development (HCD) and adopt related resolutions authorizing HSD to accept the Round Two Housing Navigation Program (HNP) allocation award in the amount of \$26,400 and the Round Three Transitional Housing Program (THP) allocation award in the amount of \$146,400. The awarded THP and HNP allocations will be used to facilitate young adults ages 18-24 to secure and maintain housing, with a priority on persons with current or former foster care involvement.

### **Background**

HSD is dedicated to ensuring effective services to persons experiencing or at-risk of homelessness in Santa Cruz County, consistent with the County's goal to provide stable housing for its residents. To this end, HSD administers both internal programs and contracted services with local providers for the provision of housing services for persons experiencing or at-risk of homelessness.

On May 12, 2020, the Board ratified submission of an application for and authorization to accept THP and HNP funds in the total amount of \$172,800, to be used during the two fiscal years covering July 1, 2020 through June 30, 2022 to facilitate youth ages 18-24 to secure and maintain housing, with a priority on youth currently or formerly in the foster care system. On October 20, 2020, the Board ratified submission of an application for and authorization to accept Round Two of THP funds in the amount of \$146,400 to be used during the two fiscal years covering July 1, 2021 - June 30, 2023.

On December 8, 2020, the Board authorized HSD to release a Request for Qualifications to solicit proposals for agencies interested in providing housing navigation and case management services to Transitional Age Youth (TAY) who are at-risk of or experiencing homelessness to facilitate their ability to attain and maintain housing. On February 23, 2021, the Board approved an agreement with the Community Action Board, Inc. (CAB) in the amount of \$172,800, for the term of March 1, 2021 through June 30, 2022 to provide housing navigation and housing focused case management services to 27 TAY experiencing or at-risk of homelessness with a priority on persons with current or previous foster care involvement. Under this contract, CAB has been conducting outreach to engage potentially eligible persons and housing navigation to recruit landlords willing to rent to participating clients including identifying appropriate housing opportunities; working with participants to complete Family Unification Voucher applications; and providing participants with care management, advocacy, and housing assistance, including referrals for temporary rent subsidies and other financial assistance. Contract performance will be measured by timeliness of intervention, number of participants successfully applying for housing vouchers, and the number of participants unhoused at program entry that receive a housing placement.

### **Analysis**

To ensure continuity of services once existing THP and HNP funds are depleted, HSD seeks the Board's adoption of a resolution authorizing HSD to submit two applications to HCD as follows: 1) in the amount of \$26,400 for Round Two of the HNP; and 2) in the amount of \$146,400 for Round Three of the THP. While the funds will not be available for use until FY 2022-23, HSD must submit the attached resolutions and applications by November 12, 2021 to be awarded funding for next fiscal year.

Both applications will cover two fiscal years, from July 1, 2022 through June 30, 2024. To ensure there is no service gap to participating youth and young adults, the anticipated award of \$172,800 will be included in the FY 2022-23 HSD proposed budget and will be utilized through an agreement with CAB once the existing THP and HNP funds are fully expended. No new or additional County positions will be required, as CAB, the contracted vendor, will perform the duties required to assist youth and young adults to attain and maintain housing, and existing HSD staff will continue to provide the agency oversight required.

### **Financial Impact**

The FY 2022-23 allocation award is provided by the California State Department of Housing and Community Development and will be included in the FY 2022-23 Proposed Human Services Department budget. There is no requirement for matching General Funds.

**Strategic Plan Element(s)**

2.D (Attainable Housing: Homelessness) - The grant funds will be used to assist transitional age youth with current or previous foster care involvement to attain and maintain permanent housing. The additional funds will increase HSD's ability to reduce homelessness and increase housing stability.

**Submitted by:**

Randy Morris, Human Services Director

**Recommended by:**

Carlos J. Palacios, County Administrative Officer

**Attachments:**

- a Resolution - Housing Navigators Program Round 2 (eSign)
- b Resolution - Transitional Housing Program Round 3 (eSign)
- c Allocation Acceptance - Transitional Housing Program (THP) Allocation
- d Allocation Acceptance - Housing Navigators Program (HNP) Allocation



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# County of Santa Cruz

## HUMAN SERVICES COMMISSION

(831) 454-4130 or 454-4088

FAX (831) 454-4642

1000 Emeline Avenue, Santa Cruz, CA 95060

[www.santacruzhumanservices.org](http://www.santacruzhumanservices.org) [www.workforcescc.com](http://www.workforcescc.com)

Draft

### Meeting Minutes

**DATE:** September 15, 2021

**TIME:** 8:30 a.m. – 10:30 a.m.

**PLACE:** Virtual Meeting via Microsoft Teams

Commissioners Present: Emily Hanson (1st District); Lisa Smith (1<sup>st</sup> District); Martina Shayn O’Sullivan (2<sup>nd</sup> District); Danny Keith (2<sup>nd</sup> District); Monica Martinez (3rd District); Betsy Clark (3<sup>rd</sup> District); Stoney Brook (4<sup>th</sup> District); Felipe Hernandez (4th District); Jennifer Anderson-Ochoa (5th District).

Commissioners Excused: Denise Hitzman (5<sup>th</sup> District)

Commissioners Unexcused: None

Commission Seats Vacant: None

Staff Present: Randy Morris, HSD Director; Kimberly Petersen Employment and Benefit Services Division Director; and Jackie West, Executive Secretary.

Guests: none

1. Approval of Minutes (Action): The Commission approved July 21,2021, meeting minutes. (Clark/Martinez)

AYES: Hanson, Smith, Keith

NOES: None

ABSTAIN: Brook, Anderson-Ochoa

ABSENT: O’Sullivan, Hernandez, Hitzman

2. General Assistance Proposed Changes (Action): The Commission approved the proposed changes.  
(Brook/Clark)
- |          |   |
|----------|---|
| AYES:    | Hanson, Smith, Keith, O’Sullivan, Martinez, Hernandez, Anderson-Ochoa |
| NOES:    | None  |
| ABSTAIN: | None  |
| ABSENT:  | Hitzman   |

The meeting was adjourned at 10:37 a.m.



County of Santa Cruz  
HUMAN SERVICES COMMISSION

PH (831) 454-4130 · FAX (831) 454-4642  
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**SANTA CRUZ COUNTY HUMAN SERVICES COMMISSION'S  
FINDINGS PURSUANT TO ASSEMBLY BILL 361 AUTHORIZING TELECONFERENCE MEETINGS AS A RESULT OF  
THE CONTINUING COVID-19 PANDEMIC STATE OF EMERGENCY AND HEALTH OFFICER RECOMMENDATION  
FOR SOCIAL DISTANCING**

**WHEREAS**, THIS HUMAN SERVICES COMMISSION is a legislative body under the Brown Act as defined under Cal. Gov. Code section 54952(b) and Santa Cruz County Code Section 2.38.110; and

**WHEREAS**, on September 16, 2021, Governor Newsom signed Assembly Bill 361 ("AB 361"), urgency legislation effective immediately, that amended Government Code section 54953 to permit legislative bodies subject to the Brown Act to continue to meet under modified teleconferencing rules provided that they comply with specific requirements set forth in the statute; and,

**WHEREAS**, pursuant to AB 361 and Cal. Gov. Code section 54953(e)(1)(A), a legislative body may meet under the modified teleconferencing rules during a proclaimed state of emergency, and where local officials have imposed or recommended measures to promote social distancing; and

**WHEREAS**, on March 4, 2020, Governor Newsom issued a Proclamation of State of Emergency in response to the COVID-19 pandemic, and which remains in effect; and

**WHEREAS**, on September 30, 2021, Santa Cruz County Public Health Officer Dr. Gail Newel strongly recommended that legislative bodies in Santa Cruz County continue to engage in physical/social distancing by meeting via teleconference as allowed by AB 361 and confirmed that she will regularly review and reconsider this recommendation and notify the public when it is no longer recommended; and

**WHEREAS**, pursuant to AB 361 and Cal. Gov. Code section 54953(e)(3), within 30 days of the date the legislative body first holding a teleconferenced meeting under the modified rules, and every 30 days thereafter, a legislative body can continue to hold such teleconference meetings provided it has reconsidered the circumstances of the state of emergency and determined either that the state of emergency continues to directly impact the ability of the members to meet safely in person or that local officials continue to recommend measures to promote social distancing; and

**WHEREAS**, on November 19, 2021 this Human Services Commission held its initial teleconference meeting under AB 361; and

**WHEREAS**, this Human Services Commission has reconsidered the circumstances of the current state of emergency and finds that the COVID-19 pandemic continues to directly impact the ability of members of the public to participate safely in person and further finds that the Santa Cruz County Public Health Officer continues to recommend measures to promote social distancing; and

**WHEREAS**, in the interest of public health and safety, and due to the emergency caused by the spread of COVID-19, the Human Services Commission deems it necessary to utilize the modified teleconferencing rules set forth in AB 361;

**NOW, THEREFORE**, the Human Services Commission makes the following findings by a majority vote:

**Section 1.** The foregoing recitals are true and correct, and adopted as findings of the Human Services Commission.

**Section 2.** Effective immediately, and for the next 30 days, the Human Services Commission will meet via teleconference as authorized under AB 361 and Government Code section 54953(e)(3).

**Section 3.** No later than thirty (30) days from making today’s findings, or at the next scheduled meeting, the Commission will reconsider the circumstances of the COVID-19 state of emergency and, if necessary, adopt subsequent findings to continue holding teleconference meetings in accordance with Government Code section 54953(e)(3).

**PASSED AND ADOPTED** by the Huma Services Commission in Santa Cruz, State of California, this 19<sup>th</sup> day of November 2021, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

\_\_\_\_\_  
Chair, Human Services Commission

ATTEST:

\_\_\_\_\_  
Department Staff

Approved as to Form:

\_\_\_\_\_  
Office of the County Counsel

## Notification of CORE Investments Requests for Proposals 2021-22

Dear Human Services Community Partners,

The Collective of Results and Evidence-based (CORE) Investments is a funding model and a movement to achieve equitable health and well-being in Santa Cruz County, using a collective impact, results-based approach that is responsive to community needs. CORE Investments within the City and County represent a shared commitment to promote the health and well-being necessary for all county residents to thrive.

The County and City of Santa Cruz, California are requesting proposals based on the Collective of Results and Evidence-based (CORE) Investments model to impact the community's equitable well-being as described in the [CORE framework](#). Both the County and the City of Santa Cruz are investing significant local dollars, with the County intending to award approximately \$4.8 million per year and the City of Santa Cruz to award approximately \$1 million per year for three years, beginning on July 1, 2022. Funds are to focus on improving conditions of well-being for community members experiencing the greatest challenges and barriers in the County, as referenced in Request for Proposals (RFP) # HSD1-2021.

The RFP and application materials are available at the [HSD Website](#). The RFP will be released on November 16, 2021, and proposals will be accepted until 5:00 p.m. on February 4, 2022. Electronic submission of proposals is preferred. Technical Assistance, provided by the CORE Institute, on the key concepts in the RFP will be held in the months following the RFP release, and there will be an optional Applicants Conference on December 1, 2021.

Please feel free to share this message with anyone who might be interested in applying.