County of Santa Cruz
HUMAN SERVICES COMMISSION

PH (831) 454-4130· FAX (831) 454-4642
1000 Emeline Avenue, Santa Cruz, CA 95060
www.hsd.co.santa-cruz.ca.us www.workforcescc.com

AGENDA
Wednesday, November 20, 2019
8:30 a.m. – 10:30 a.m.
United Way Conference Room
4450 Capitola Rd #106, Capitola, CA

I.	**Roll Call**	**(2 Min)**
II.	**Agenda Review**	**(3 Min)**
III.	**Announcements**	**(5 Min)**
IV.	**Public Comment** Members of the public may address the Commission on items not on the agenda for a maximum of five minutes each	**(5 Min)**
V.	**Correspondence/Information Only**	**(3 Min)**
VI.	**Approval of Minutes (Action)** Related Materials: July 7, 2018 Draft Human Services Commission Work plan objective #3: General Commission Administration Related documents: September 2019 Meeting Minutes (Pages 4-5)	**(2 Min)**
VII.	**Consideration of 2020 Human Services Commission Work Plan** Related Materials: July 7, 2018 Human Services Commission Work Plan Objective #3: General Commission Administration. Related documents: Proposed 2020 Human Services Commission Workplan (Pages 6-9)	**(10 Min)**
VIII.	**Report on Career Pathways in Early Childhood Education** Related Materials: July 7, 2018 Human Services Commission Work Plan Objective #11: Participate in Child Care Developer Fee Loans Process. Related Documents: (Pages 10-15)	**(20 Min)**
IX.	**Child Care Developer Fee Loan Program Review of 2019 Solicitation Review** Related Materials: July 7, 2018 Human Services Commission Work Plan Objective #11: Participate in Child Care Developer Fee Loans Process. Related documents: Draft (Pages 16-17)	**(20 Min)**
X.	**Report Out on Commission's Homelessness Services Work Group**	**(5 Min)**
XI.	**Veterans Liaison Report**	**(5 Min)**

As a courtesy to those persons affected, please attend the meeting smoke and scent free. The County of Santa Cruz does not discriminate on the basis of disability, and no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. The United Way Conference Room (as well as alternate sites) is located in an accessible facility. If you wish to attend this meeting and you will require special assistance in order to participate, please contact Gary McNeil at (831) 454-5459 (TDD number 454-2123) at least 72 hours in advance of the meeting to make arrangements. Persons with disabilities may request a copy of the agenda in an alternative format.

XII. Director's Report **(30 Min)**

XIII. Next Meeting & Agenda Items **(5 Min)**

January 15, 2020 – United Way Conference Room, 4450 Capitola Rd. #106, Capitola, CA

XIV. Adjournment

A COMPLETE AGENDA PACKET IS AVAILABLE FOR REVIEW AT THE HUMAN SERVICES DEPARTMENT, 1000 EMELINE AVE., SANTA CRUZ, CA

MATERIALS AND CORRESPONDENCE IN PACKET

FROM THE BOARD OF SUPERVISORS AGENDA (Full agenda items available on Board of Supervisors website, https://santacruzcountyca.iqm2.com/Citizens/Calendar.aspx, on Board dates indicated)

- 2019 Report on Silicon Valley Regional Data Trust Initiative (9/24/19) 18-19
- Thrive by Three and Nurse-Family Partnership Presentation (9/24/19) 20-21
- Approve HSD Contract with Cabrillo College for Workforce Dev. Services (10/8/19) 22-23
- Status Report on Coordinated Entry Services (10/8/19) 24-29
- Study Session on Focus Strategies Homeless System Baseline Assessment (10/8/19) 30-35
- Cost of Living Increase to General Assistance Benefits (10/22/19) 36-37
- Child Care Developer Fee Loan Awards (10/22/19) 38-42
- Agreement with Salvation Army for North County Emergency Shelter (11/5/19) 43-49
- 2019 Homeless Action Partnership Application 50-51

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 **(none)**

County of Santa Cruz

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(831) 454-4130 or 454-4088
FAX (831) 454-4642
1000 Emeline Avenue, Santa Cruz, CA 95060
www.santacruzhumanservices.org www.workforcescc.com

Draft

Meeting Minutes

DATE: September 18, 2019
TIME: 8:30 a.m. – 10:30 a.m.
PLACE: United Way Conference Room, 4450 Capitola Rd., Suite #106, Capitola, CA 95010

Commissioners Present: Danny Keith (2nd District); Martina O'Sullivan (2nd District); Betsy Clark (3rd District); Monica Martinez (3rd District); Tony Gregorio (4th District); Jennifer Anderson-Ochoa (5th District); and Denise Hitzeman (5th District).

Commissioners Excused: Sandra Skees (1st District); Heidi Boynton (1st District); and Stoney Brook (4th District).

Commissioners Unexcused: None

Commission Seats Vacant: None

Staff Present: Ellen Timberlake, HSD Director; Kimberly Petersen, HSD EBSD Division Director; Gary McNeil, HSD Senior Analyst; and Jaimie Murry, Department of Child Support Services Director.

Guests: Mimi Hall, Health Services Director; Dianne Munoz, Childhood Advisory Council; and Katie Spurlock, Housing Authority of Santa Cruz County.

1. Approval of Minutes (Action): The Commission approved the March 20, 2019 meeting minutes. (Keith/O'Sullivan)
   AYES: Hitzeman, Keith, O'Sullivan, Clark, Martinez, Anderson-Ochoa, and Gregorio
   NOES: None
   ABSTAIN: None
   ABSENT: Skees, Brook, Boyton, and Gregorio

2. Recommend Approval of General Assistance Regulation Changes to Board of Supervisors (Action): The Commission voted to recommend approval of General Assistance regulation changes to the Board of Supervisors (Martinez/Keith)

AYES:	Keith, O'Sullivan, Clark, Anderson-Ochoa, Hitzeman, Martinez, and Gregorio.
NOES:	None
ABSTAIN:	None
ABSENT:	Boyton, Skees, and Brook.

3. Recommend Approval of Child Care Developer Fee Loan Recommendations to Board of Supervisors

(Action): The Commission voted to recommend approval of Child Care Developer Fee loan recommendations to the Board of Supervisors with direction to staff to return with an after-action report on the loan application process, and the feasibility of a Child Care Developer Fee Loan Program emergency fund. (Martinez/Keith)

AYES:	Keith, O'Sullivan, Clark, Anderson-Ochoa, Hitzeman, Martinez, and Gregorio.
NOES:	None
ABSTAIN:	None
ABSENT:	Boyton, Skees, and Brook.

The meeting was adjourned at 10:35 a.m.

DRAFT

HUMAN SERVICES COMMISSION

YEAR ~~2018~~ 2020 WORK PLAN

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BOARD RELATED ACTIVITIES			
OBJECTIVE	**STATUTORY PURPOSE**	**ACTIVITIES**	**TIME FRAME**
1. Review the ~~Community~~ Collective of Results and Evidence-Based (CORE) Investments ~~Programs~~ funding process ~~and role in promoting enrollment in both CalFresh and Affordable Care Act (ACA) health insurance programs, including expanded Medi-Cal~~.	§2.60.050(A) & (E): Guide long-term planning regarding the needs of at risk populations; Advise the Board of Supervisors on funding decisions.	• Receive reports on the new ~~Community Program~~CORE funding model, ~~known as Collective of Results and Evidence-Based (CORE) Investments,~~ and provide advice and assistance in implementing the changes • Receive and review reports on CORE Investments funding recommendations and model, as well as CORE Conditions~~.~~ • Receive and review reports on CalFresh outreach activities and application assistance for CalFresh and health insurance.	TBD
2. Respond to matters referred by Board of Supervisors	§2.60.050: Powers and duties. (Generally)	• Respond to matters referred to the Human Services Commission on an as needed basis.	As needed
3. General Commission Administration	§2.60.040: Organization and procedures.	• Approve biennial report and annual work plan, set meeting schedule and elect officers.	January

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4. Advocate for Human Service/Social Services Legislation	§2.60.050(G): Advise the Board of Supervisors on legislative matters concerning County human services programs.	• Review Departmental legislative priorities. • Receive/review Legislative Analyst's Office (LAO) reports as appropriate.	March As needed
COMMUNITY RELATED ACTIVITIES			
OBJECTIVE	**STATUTORY PURPOSE**	**ACTIVITIES**	**TIME FRAME**
5. Share Information with other County health and human service commissions	§2.60.050(A), (B) & (F): Guide long-term planning; Advise the Board of Supervisors on policies and priorities that affect the needs of low income people; integrate efforts and initiatives.	• As appropriate: Share minutes and agendas with other County Commissions; participate in joint subcommittees; and/or include chair or designee of other Commissions in forums promoting information sharing and planning on relevant community issues. • Invite other commissions to present at meetings. • Invite the Workforce Development Board ~~Workforce Investment Board (WIB)~~ Chair and Director to provide reports on ~~WIB~~ WIOA activities and participate in ~~WIB~~ WIOA committees as appropriate.	TBD TBD TBD
6. Child Support Services	§2.60.050(A) & (C): Guide long-term planning regarding the needs of at risk clients; advise Human Services Department Director.	• Receive periodic reports from the Department of Child Support. • Review and comment on Department of Child Support initiatives.	Ongoing As needed

HUMAN SERVICES DEPARTMENT PROGRAM RELATED ACTIVITIES			
OBJECTIVE	**STATUTORY PURPOSE**	**ACTIVITIES**	**TIME FRAME**
7. Increase community access to public assistance programs	§2.60.050(A) & (C): Guide long-term planning regarding the needs of at risk clients; advise Human Services Department Director.	• Review and consider reports on program progress, outreach efforts and outcomes in the following areas: CalWORKs/TANF Welfare-to-Work and Work Participation Requirements, Medi-Cal, CalFresh, and the Earned Income Tax Credit. • Review and consider reports on the progress of federal health insurance benefits.	Ongoing Ongoing
8. Child Welfare Services (CWS) System Improvement Plan (SIP)	§2.60.050(A) & (C): Guide long-term planning regarding the needs of at risk clients; advise Human Services Department Director.	• Review periodic reports from HSD's Families and Children Division Director re: system improvement goals, indicators, and progress. • Continue to have a Commissioner designate as a liaison to the CWS System Improvement Plan Committee and receive periodic reports from the liaison. • Receive reports on the new Child Welfare Continuum of Care (CCR) and provide advice and assistance in implementing the changes	Ongoing Ongoing
9. Monitor General Assistance Program and review needed changes to regulations	§2.60.050 (C): Provide advice and counsel to the HSD Director and senior management on best practices.	• Consider changes to County General Assistance Regulations.	As needed
10. Veterans Services	§2.60.050(A) & (C): Guide long-term planning regarding the	• Receive periodic reports on services and resources for veterans and their families.	Ongoing

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	needs of at risk people; advise Human Services Department Director.	• Continue to have a Commissioner designated as a liaison to Veterans Services Office and receive periodic reports from the liaison.	Ongoing
11. Participate in Child Care Development Fee Loans Process	§2.60.050(E): Advise the Board of Supervisors on funding decisions.	• Designate subcommittee to review and consider new funding priorities and develop a funding process for the allocation of Child Care Development fee funds. • Make recommendations to the Board on funding.	As needed
12. Housing Authority Family Self-Sufficiency Program	§2.60.050(A), (B) & (F): Guide long-term planning; Advise the Board of Supervisors on policies and priorities that affect the needs of low income people; integrate efforts and initiatives.	• Act as the Program Coordinating Committee for the Santa Cruz Housing Authority Family Self-Sufficiency Program including: o Receive periodic reports from the County of Santa Cruz Housing Authority on the Family Self-Sufficiency Program. o Review and comment on Family Self-Sufficiency Program initiatives.	Ongoing As needed ~~As needed~~

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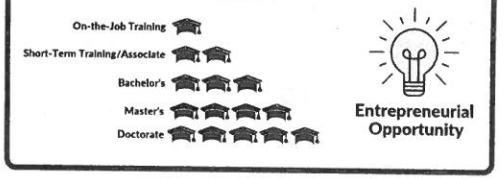
CAREER PATHWAYS
IN EARLY CHILDHOOD EDUCATION

A career in early childhood education offers you the opportunity to shape the minds and lives of young people and their families – whether you work in a childcare facility, in the classroom, or as a thought leader in the field. If you are patient, creative, and passionate about helping children learn you may find a rewarding career in early childhood education. The foundational skills children learn today can lead them to years of success as students and adults. They will remember influential people and pivotal moments from their childhood for the rest of their lives. You'll need excellent communication skills to effectively engage with young children, and their parents, but will delight in hearing their laughter and seeing them grow.

KEY



About Early Childhood Education Pathways:

There are a wide range of careers in this field that can allow you to work in a variety of different settings. Use the first page of this guide to learn about different career paths and the occupations within them - including the skills, education, and training you'll need, as well as the salary you might earn. Some of these occupations also represent entrepreneurial opportunities or the opportunity to work for yourself as a small business owner. Keep reading for more information about how to access local education and training programs that can move you along your chosen path. Educational requirements highlighted throughout this document are the average level needed for these positions. Individual employers may require higher or lower levels of educational attainment than are identified below.

EARLY CHILDCARE

Childcare providers work in a variety of different settings. Some work as nannies or babysitters for individual families, some operate or work in Family Child Care Homes, and others work in larger childcare or preschool centers. Childcare providers in preschools teach academic skills whereas nannies may be primarily responsible for caring for basic needs. These jobs typically require some formal training or education and experience, but many do not require a college degree.

EARLY CHILDCARE MASTER TEACHER

Education Required | **Salary Range** $33K - $45K*

Provides and maintains high levels of quality by helping and supporting early childcare teachers. Visits classrooms and coaches teachers using reflective practice to improve instruction. May be required to hold State certification.

In-Demand Skills
Teaching, Child Development, Childcare, Lesson Planning, Communication, Teamwork/Collaboration

EARLY CHILDCARE TEACHER

Education Required | **Salary Range** $26K - $46K

Instructs infants, toddlers, and pre-schoolers in activities designed to promote social, physical, and intellectual growth needed for primary school in preschool, day care center, or other child development facility. May be required to hold State certification.

In-Demand Skills
Teaching, Early Childhood Education, Child Development, Creativity, Communication, Organization

CHILDCARE WORKER

Education Required | **Salary Range** $24K - $29K

Attends to children at schools, businesses, private households, or childcare institutions. Performs a variety of tasks, such as dressing, feeding, bathing, and overseeing play. This occupation includes nannies and babysitters.

In-Demand Skills
Child Care, Babysitting, Meal Preparation, Energetic, Organization, Communication

ELEMENTARY EDUCATION

Elementary educators work in public or private elementary schools. Typically, they are either lead teachers, teaching assistants, or special education teachers. The job duties among the three vary, but they are all responsible for teaching elementary-aged students and ensuring a safe environment. These jobs typically require formal education such as an Associate or Bachelor's degree.

SPECIAL EDUCATION TEACHER

Education Required | **Salary Range** $58K - $97K

Teaches elementary school subjects to students with mental, emotional, physical, and/or learning disabilities. Includes teachers who specialize and work with audibly and visually impaired students and those who teach basic academic and life processes skills. May be required to hold State Special Education Teaching Credential.

In-Demand Skills
Special Education, Teaching, Autism Treatment, Communication, Bilingual, Writing

KINDERGARTEN TEACHER

Education Required | **Salary Range** $61K - $94K

Teaches elemental natural and social science, personal hygiene, music, art, and literature to kindergarten students. Promotes physical, mental, and social development. May be required to hold a State teaching credential.

In-Demand Skills
Teaching, Lesson Planning, Child Development, Teamwork and Collaboration, Bilingual, Planning

TEACHER ASSISTANT

Education Required | **Salary Range** $28K - $38K

Performs duties that are instructional in nature or deliver direct services to students or parents. Serves in a position for which a teacher has ultimate responsibility for the design and implementation of educational programs and services.

In-Demand Skills
Teaching, Special Education, CPR, English language, Communication, Writing

ADMINISTRATION

Administrators oversee the day-to-day management, finances, and budgets of childcare facilities and elementary schools. They also supervise the childcare workers and teachers and ensure staff meet state and local requirements for education and training. Administrators ensure a safe, educational environment for young children, develop curricula in coordination with teachers, and communicate with parents. These jobs typically require a college degree and experience.

ELEMENTARY ADMINISTRATOR

Education Required | **Salary Range** $90K - $128K

Plans, directs, or coordinates the academic, administrative, or auxiliary activities of public or private elementary or secondary level schools. May be required to hold State Administrative Services Credential.

In-Demand Skills
Budgeting, Scheduling, Staff Management, Communication, Planning, Bilingual

EARLY CHILDCARE ADMINISTRATOR

Education Required | **Salary Range** $37K - $57K

Plans, directs, or coordinates the academic and nonacademic activities of preschools, childcare centers or home-based centers. May be required to hold State certification.

In-Demand Skills
Child Development, Budgeting, CPR, Communication, Organization, Planning

THOUGHT LEADERSHIP

Thought leaders are the informed opinion leaders and the go-to people in their field of expertise. They are trusted sources who move and inspire people with innovative ideas. They are commonly asked to speak at public events, conferences or webinars to share their insight with a relevant audience. These jobs typically require a college degree and extensive experience in the field.

POLICY ANALYST

Education Required | **Salary Range** $53K - $77K*

Produces and delivers written and oral assessments of policies affecting the early childhood landscape. Works with external and internal stakeholders to inform organizational policy stances.

In-Demand Skills
Policy Analysis, Project Management, Budgeting, Research, Writing, Communication

RESEARCHER

Education Required | **Salary Range** $44K - $73K*

Responsible for managing ongoing evaluation projects, designing research approaches and selecting appropriate tools of analysis, conducting research related to early childhood development, and staying abreast of research in the field.

In-Demand Skills
Psychology, Data Analysis, Research, Communication, Writing, Creativity

DATA ANALYST

Education Required | **Salary Range** $62K - $97K*

Collects, stores, and analyzes data pertaining to early childhood education. Brings technical expertise to ensure the quality and accuracy of that data, then processes, designs, and presents it in ways to help organizations and communities make more informed decisions.

In-Demand Skills
Data Analysis, SQL, Tableau, Excel, Problem Solving, Detail-Oriented

Wages referenced are 25th to 75th percentile from Bureau of Labor Statistics (May 2018) for Santa Cruz County.
**Wages with an asterisk are 25th to 75th percentile from Burning Glass Market Wage for the State of California and were used when BLS data was not available..*

WHERE TO FIND TRAINING

Whether you're just beginning your career in Early Childhood Education (ECE) or continuing along a path you've already started, there are many opportunities in the Santa Cruz area to access training.

If you have a Master's Degree in ECE →
- San Jose State - Ed.D in Educational Leadership
- UCSC - Ph.D in Education & Teaching

If you have a Bachelor's Degree in ECE →
- San Jose State - Multiple M.A. Degree Options
- UCSC - M.A. in Education & Teaching
- Pacific Oaks College - Multiple M.A. Degree Options
- Brandam University - Multiple M.A. Degree Options

If you have a Bachelor's Degree of any kind →
- CSUMB - Elementary Education Teaching Credentials
- San Jose State - Multiple and Single Subject Teaching Credentials

If you have a short-term credential in ECE →
- Cabrillo College - Additional ECE Certificates of Achievement (ES)
- Cabrillo College - A.S. and A.S.T. Degrees in Early Childhood Education (ES) (A.S.T. transfer to CSUMB or San Jose State
- Child Development Resource Center - Licensing/Certification Programs
- CSUMB - Any Bachelor's Degree Program + Teaching Credential
- San Jose State - Any Bachelor's Degree Program + Teaching Credential
- San Jose State - B.A. in Child and Adolescent Behavior

If you have little to no postsecondary training in ECE →
- Cabrillo College - A.S. and A.S.T. Degrees in Early Childhood Education (ES) (A.S.T. transfer to CSUMB or San Jose State)
- Cabrillo College - ECE Certification Programs (ES)
- CSUMB - Bachelor's Degree Program + Teaching Credential
- San Jose State - Bachelor's Degree Program + Teaching Credential
- San Jose State - B.A. in Child and Adolescent Development
- UCSC Silicon Valley Extension - ECE Certification Programs
- Brandman University B.A. in ECE
- Pacific Oaks College B.A. in ECE

(ES) = some courses offered in Spanish

FOR ADDITIONAL INFORMATION, CONTACT:

Workforce Santa Cruz County
18 West Beach Street
Watsonville, CA 95076
831-763-8900

SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT

HOW DO THESE JOBS FIT TOGETHER?

The graphic above gives an overview of the various occupational opportunities in Early Childhood Education. The size of the shape represents the number of job postings in California for that occupation over the past 12 months - the larger the shape, the more jobs there are. These occupations are also arranged by job preparation & experience requirements. The higher up the occupation is, the more preparation and experienced is required to gain employment.

Wages referenced are 25th to 75th percentile from Bureau of Labor Statistics (May 2018) for Santa Cruz County.
**Wages with an asteriks are 25th to 75th percentile from Burning Glass Market Wage for the State of California and were used when BLS data was not available..*

CABRILLO COLLEGE - WWW.CABRILLO.EDU ES
A.S.T. in Early Childhood Education (Transfer Degree)
A.S. in Early Childhood Education
A.A. in Elementary Teacher Education (Transfer Degree)
Teaching Certificate of Achievement
Early Childhood Education Administration Certificate of Achievement
Anti-Bias Curriculum Certificate of Achievement
Children's Literacy Curriculum Certificate of Achievement
Curriculum Planning Certificate of Achievement
Infant/Toddler Care Certificate of Achievement
Working with Culturally Diverse Families Certificate of Achievement
Bilingual Spanish English Teaching Certificate of Achievement
Spanish/English Early Childhood Teaching Skills Certificate

CALIFORNIA STATE UNIVERSITY (MONTEREY BAY) - WWW.CSUMB.EDU
Elementary Education Credential
Special Education Credential
National Board of Professional Teaching Standard Certificate

CHILD DEVELOPMENT RESOURCE CENTER - WWW.CDRC4INFO.ORG
Child Care License
Lending Library - Professional Development
CPR/First Aid and Preventative Health Certifications
California Child Care Initiative Project (CCIP)

BRANDMAN UNIVERSITY - WWW.BRANDMAN.EDU
B.A. in Early Childhood Education
M.A. in Education (Multiple Options)

UNIVERSITY OF CALIFORNIA - SANTA CRUZ - WWW.UCSC.EDU
Ph.D. in Education and Teaching
M.A. in Education and Teaching

UCSC SILICON VALLEY EXTENSION - WWW.SILICONVALLEY.UCSC.EDU
Early Childhood Education Certificate
Early Childhood Education Supervision/Administration
Educational Therapy Certificate

SAN JOSE STATE UNIVERSITY - WWW.SJSU.EDU
Ed.D in Educational Leadership
M.A. in Child and Adolescent Behavior
M.A. in Education Administration and Supervision
M.A. in Special Education
M.A. in Curriculum and Instruction
B.A. in Child and Adolescent Behavior
Education Specialist Instruction Credential - Special Education
Autism Certification
Multiple Subject Teaching Credential
Multiple Subject Teaching Credential (Bilingual)
Single Subject Teaching Credential
Reading and Literacy Specialist Credential

PACIFIC OAKS COLLEGE - WWW.PACIFICOAKS.EDU
B.A. in Early Childhood Education (Multiple Options)
M.A. in Early Childhood Education (Multiple Options)

CHILDHOOD ADVISORY COUNCIL OF SANTA CRUZ COUNTY
AB 212 Staff Retention and Professional Development Program

ES = some courses offered in Spanish

FOR ADDITIONAL INFORMATION ON CREDENTIALING PLEASE VISIT
WWW.CHILDDEVELOPMENT.ORG OR WWW.CTC.CA.GOV

COMPLETE LISTING OF EARLY CHILDHOOD EDUCATION PROGRAMS
SANTA CRUZ COUNTY, CA

JOB VENUES

Below is additional information about the four venues in which those in the Early Childhood Education space typically work.

EARLY CHILDCARE CENTER

PUBLICLY-FUNDED

When working in a publicly-funded center, it's common for teachers to be required to have higher levels of qualifications than privately-funded centers. These public centers are also more likely to cater to a socio-economically diverse range of students.

PRIVATELY-FUNDED

Private centers often feature smaller class sizes and less bureaucracy than publicly-funded centers. These centers do not rely on government funding and can often times be more flexible or specialized in the curriculum offered.

OCCUPATIONS

Childcare Worker, Early Childcare Teacher, Master Teacher, Early Childcare Administrator, Special Education Teacher

ELEMENTARY SCHOOL

An elementary school is a school for children from about five to eleven years old, in which they receive primary or elementary education. It can refer to both the physical structure and the organization. Typically it comes after preschool, and before secondary school.

OCCUPATIONS

Teacher Assistant, Kindergarten Teacher, Elementary School Administrator, Special Education Teacher

FAMILY CHILD CARE HOMES

Family child care is home-based care provided for a portion of the day in a private family home for compensation. The home must be inhabited by the family/individual who is providing care, and the provider's hours of operation typically may not exceed eighteen (18) hours in a 24 hour period.

OCCUPATIONS

Childcare Worker, Early Childcare Administrator

NON-PROFIT, THINK TANK, OR LOCAL GOVERNMENT

A think tank or policy institute typically operates as a non-profit research institute/center which performs research and advocacy concerning topics related to early childhood education and care.

OCCUPATIONS

Data Analyst, Policy Analyst, Researcher

COMMON CAREER ADVANCEMENT OPPORTUNITIES

Childcare Worker	→	Early Childcare Teacher Early Childcare Administrator
Teacher Assistant	→	Kindergarten Teacher
Early Childcare Teacher	→	Early Childcare Master Teacher Early Childcare Administrator
Kindergarten Teacher	→	Elementary School Administrator
Early Childcare Master Teacher	→	Early Childcare Administrator
Administrators	→	Thought Leadership

ENTREPRENEURIAL OPPORTUNITIES

The early childhood education space presents some unique opportunities for individuals to work for themselves as contractors or to start their Family Child Care Home businesses. Find out more information below about how to get started.

FAMILY CHILD CARE HOME REQUIREMENTS

- Attend an orientation either in person or online. For additional information and to sign up for one of these orientation, please visit the California Department of Social Services website.
- Must be at least 18 years of age to qualify.
- Must obtain criminal record clearance.
- Must take a TB screening.
- Must complete 16 hours of Pediatric Health & Safety Training.
- To operate a large in-home childcare center, you must show proof of one year of experience as either a small in-home childcare provider or as a teacher or director of a licensed childcare center.
- If you rent your property, landlord permission is required

SMALL FAMILY CHILD CARE HOME CAPACITY GUIDELINES

There are several ways the State of California allows individuals to meet the capacity guidelines of a small in-home childcare provider. Below, you will find the options regarding capacity requirement.

- 4 Infants (newborn to 2 years old)
- or 6 Children, no more than 3 infants
- or 8 Children, no more than 2 infants, and at least 2 school-aged children

NANNY/BABYSITTER REQUIREMENTS

The State of California does not require licensing for nannies and babysitters in the traditional sense. However, the State does operate a database called Trustline, which contains a listing of nannies and babysitters who have passed background checks. Parents can check the database free of charge. The cost of a nanny or babysitter to register with Trustline is typically between $135 - $170.

LARGE FAMILY CHILD CARE HOME CAPACITY GUIDELINES

Much like the small in-home childcare guidelines, the State of California also allows a few different ways for individuals to meet the capacity guidelines of a large in-home childcare provider. Below, you will find the options regarding capacity requirement.

- 12 children, no more than 4 infants, with a qualified assistant (aged 14+)
- 14 children, no more than 3 infants, with at least 2 school-aged children and an assistant (aged 14+)

START YOUR OWN CHILDCARE CENTER

The State of California requires licensing to begin your own childcare center. The first step in obtaining this license is to attend a regularly scheduled orientation (in-person or online) which will highlight the steps in the application process and basic operations. Learn more about orientation dates and times and sign up by contacting your local licensing center.

Child Care Developer Fee Loan (CCDFL) Program Review of 2019 Application Process

At its September meeting, the Commission requested that staff conduct on after action review of the 2019 CCDFL application process. The chart below captures the thoughts and suggestions of the three Subcommittee work group members who rated the CCDFL program applications. Any additional comments received prior to November 20 will be made available at the Commission meeting.

Category	Worked Well	Worked OK	Needs Improvement	Comments
Timeline for CCDFLP Process		X		Fast, but it worked well for the application review. Is there a way to accelerate the planning period?
2019 CCDFLP Guidelines			X	Design better measure of affordability based on subsidized slots and break it out from safety. Use low income chart as a measurement. Separate Affordability from Safe Environment. Set clear timeline on when funds need to be spent, to prevent providers applying for funding when they haven't fully spent the funding they received in prior years.
Funding Priorities		X		Better Definition of "Underserved Area".
2019 Application				Develop Glossary of Terms for application. Ask applicant to break the proposal into components and specific cost to provide better options for partial funding. Clearly identify either family home dc or center. Determine how many times a provider can apply, so other programs will/can have access to these funds in a more equitable way. Cut down on the number of projects providers can apply for each time they apply. Multiple projects equals too much funding and makes it hard to choose which project is necessary, which means more time for reviewers.
Outreach		X		CDRC list is exhaustive, however more outreach is always better. Perhaps send out both in hard copy and e-mail. Evaluate other means of marketing this program, social media, remind me etc. Also set wider window to market the program opportunity, so more providers will learn about it.
Workshops	X			Worked well!

Rating Criteria		X		Better vetting of CC Licensing reports. Think through "in good standing" – some of the complaints raised concerns. Reduce scoring to 5 points for this item. More definition of GEO area. For match points, develop rubric based on % of project matched. Require minimum of 10% match. We need to cut down the number of projects they apply for each application period.
Application Review & Recomm.		X		A lot to review in a short period of time. Need more time or divide up the applications for review. Also perhaps more in-depth staff summary. I agree with more time and divide up the job amongst the members. Perhaps reviewers could submit their scores and would not need to attend the recommendation meeting.
Coordination w/ EPCC & SBDC				Well-coordinated, I appreciated the binder, no matter its size. More time to review is essential.
Coordination with Human Services Commission				I appreciate staff time and thoughtfulness throughout the process. I also appreciated the HSD Commissioners willingness to consider setting aside some funding for "provider emergency purposes" when the Developer Fee process isn't in play.
Coordination with Auditor-Controller's Office				
Other		X		Cap amount of applications, or state typical level of funds awarded, by homes and centers. I agree with this because if we cap the amount, then requests will become more reasonable and providers will be encouraged to get the 10% of the cost of projects. This is seed funding, not entire project funding. It's important to help as many providers as we can, not just a few, it makes it much more equitable process.

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Community Programs
(831) 454-4130
Subject: 2019 Report on Silicon Valley Regional Data Trust Initiative
Meeting Date: September 24, 2019

Recommended Action(s):
Accept and file the 2019 report on the Silicon Valley Regional Data Trust Initiative.

Executive Summary
This memo provides a status report on the Silicon Valley Regional Data Trust Initiative, a project in San Mateo, Santa Clara and Santa Cruz Counties that is establishing a system that will enable public schools and health and human services agencies to share data to inform services to children and families and support research with the University of California (UC) Santa Cruz to improve practices, programs and policies.

Background
In December 2015 the Human Services Department (HSD), Health Services Agency (HSA), Probation Department, and County Counsel informed your Board of a new initiative spearheaded by Santa Clara County Office of Education (COE) and UC Santa Cruz to establish a Silicon Valley Regional Data Trust (SVRDT). Santa Cruz County COE leads the local effort of the partnership. Supported by a foundational, multi-year grant, which began in 2017, SVRDT has been working to: a) design and develop a Secure Data Environment (SDE) to enable public schools and health and human service agencies in the 3 participating counties to share data and to support research; b) connect school districts in San Mateo and Santa Cruz Counties to DataZone, the educational data repository hosted by the Santa Clara County Office of Education; and c) develop the research/practice partnership with UC Santa Cruz.

In September 2018, HSD reported to the Board that the SVRDT had made significant progress towards the development of the SDE including defining data elements, identifying data protections, and creating consent and identity management. The report also noted that the project drafted a Memorandum of Understanding as well as related documents to be used by participating agencies and worked with Assembly member Mark Stone to propose legislation amending state law to allow the participating SVRDT counties and education to share data. The legislation, AB 597, was signed into law in October 2017.

Analysis
Over the past year, the SVRDT continued to make progress on its objectives. The SDE, where participating agencies will be connected to specific data, has continued to be developed and testing has begun. SVDRT is ensuring that access to the SDE will be controlled, discrete and monitored in accordance with all legal mandates and worked

with executive and legal representatives from the three counties to define the rules of data use.

SVRDT, with the support of the UC Santa Cruz, will conduct research on the extent that staff in participating schools and agencies access data through the SDE, how they use data and the outcomes of data use. In the last year SVDRT began data discovery and preliminary analysis. Meanwhile, SVDRT has continued to expand use of DataZone, the central education data repository and analytics system. Currently, DataZone is used by approximately 40% of school districts in the partner counties, and Santa Cruz COE's Alternative Education Programs are now using the system.

In the future, HSD, HSA, Probation and County Counsel will stay apprised of progress of the initiative and as the Santa Cruz County lead, the Santa Cruz COE will coordinate and communicate with County partners about the local launch of the SDE system and any other related accomplishments.

Strategic Plan Element(s)
1.A (Comprehensive Health & Safety: Community Support) - Supports integrated health and social services.

6.C (Operational Excellence: Continuous Improvement) - Embraces innovation and continuous improvement to optimize County operations

Submitted by:
Ellen M. Timberlake, 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: Thrive by Three Initiative and Nurse-Family Partnership Presentation
Meeting Date: September 24, 2019

Recommended Action(s):
Presentation on Thrive by Three and Nurse-Family Partnership.

Background
During Fiscal Year (FY) 2018-19 the Thrive by Three initiative implemented strategies and activities that focused on the three goal areas: Enhance System Capacity, Enhance System Coordination and Strengthen System Foundation. The Thrive by Three progress report was submitted to the Board of Supervisors on June 11, 2019. The progress report focused on the three areas of the initiative and other related efforts that support the Thrive by Three system of care.

The Human Services Department and the Health Services Agency are pleased to provide this opportunity to bring to the Board of Supervisors a presentation on the progress of Thrive by Three and the Nurse-Family Partnership.

Analysis
The Thrive by Three Implementation Progress Report and the presentation focus on the three goal areas of the Thrive by Three Initiative.

Enhance System Capacity:

- *Home Visiting Programs*: The total number of home visiting enrollments increased for all four home visiting programs during FY 18-19.

- *Early Learning Scholarships*: $120,000 was allocated for Early Learning Scholarships for FY 18-19 to help close the gap between the cost of providing high-quality infant/toddler care and available reimbursement through state and federal subsidies.

Enhance System Coordination:

- *Integration of Safety Net Clinics:* The integration of safety net clinics into the Thrive by Three system is beginning with Santa Cruz Community Health Centers and Salud Para La Gente implementation of Health Steps, an evidence-based pediatric primary care program.

Strengthen System Foundation:

- *Child Care Developer Fee:* The Child Care Developer Fee (CCDF) ordinance was updated and a 3-year graduated fee increase was approved by the Board. The CCDF funds the Child Care Developer Fee Loan Program that provides forgivable loans to expand or improve child care centers and family child care homes. The Human Services Commission oversees the application process and anticipates distributing approximately $170,000 in FY 2019-20.

- *Child Care Career Ladder Project:* HSD provided funding for the Child Care Career Ladder Project to address current and future workforce development needs in Early Childhood Education through the creation of career pathways for childcare workers.

Financial Impact
There is no financial impact related to this item.

Strategic Plan Element(s)
1.A. (Comprehensive Health & Safety: Health Equity)- The Thrive by Three initiative facilitates improved access and delivery of services to vulnerable families with children from perinatal to three years of age. This initiative directly contributes to efforts to promote a safe and healthy community that nurtures body and mind across all ages and social conditions.

Submitted by:
Ellen M. Timberlake, Director, Mimi Hall, Director of Health Services Agency

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a Thrive by Three 2018-19 Progress Report and Attachments

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Community Programs
(831) 454-4130
Subject: Approve Human Services Contract with Cabrillo College for workforce development services
Meeting Date: October 8, 2019

Recommended Actions

Approve an agreement with Cabrillo College, in the amount of $120,000, to provide workforce development services, and authorize the Human Services Director to execute the agreement.

Executive Summary

This item recommends the Board's approval of the Human Services Department (HSD) Workforce Development Board (WDB) contract with Cabrillo College to provide Student Resource and Support Network (SRSN) services to Workforce Innovation and Opportunity Act (WIOA) eligible adult and dislocated workers.

Background

Each year, HSD WDB receives a WIOA formula allocation to operate workforce development programs for adults, dislocated workers, and youth. Since fiscal year (FY) 2015-16, the WDB has contracted with Cabrillo College as an authorized training provider to deliver SRSN services to adult and dislocated workers enrolled at Cabrillo, and the contract has been renewed on an annual basis since then. During FY 2018-19, the WIOA funded Cabrillo SRSN program served 58 new participants, exceeding the contract goal of 37 new participants.

Analysis

Based on the success of past performance and the ongoing need for workforce development services for adults and dislocated workers attending Cabrillo College, this memo proposes the renewal of the contract for Cabrillo College SRSN services in the increased amount of $120,000, $45,000 more than the FY 2018-19 funding level. Program services offered through SRSN include orientation to college services, information and referral, development of an education plan consistent with the participant's employment goals, priority registration, and monitoring and case management of the participant's educational progress.

The additional funding available in FY 2019-20 WIOA funded contract will allow for SRSN services to be offered and provided to as many WIOA eligible participants who choose Cabrillo as their training site. Accordingly, instead of simply counting enrollments, new contract performance measures will be established this fiscal year that promote achieving credential attainment, 75% for adult participants, and 60% for dislocated workers. These performance goals align with the federal performance under

WIOA for participants in training. The new service model also aligns with the Cabrillo SRSN CalWORKs employment services that does not set a limit on enrollments. The overarching goal for Cabrillo SRSN staff is to provide a system of support for successful completion in a Career Technical Education Program leading to employment.

Financial Impact
The Workforce Innovation and Opportunity Act formula allocation funds the Workforce Development Board Cabrillo College Student Resource and Support Network services. These agreements do not result in an additional General Fund contribution.

- WDB Cabrillo SRSN No. 20W1495 - GL Key: 391600-75247

Strategic Plan Element(s)
5.A (Dynamic Economy: Regional Workforce) - The WDB contracts with Cabrillo College to assist adult and dislocated workers prepare for and find paid employment through educational support and matriculation services. The programs enhance the local workforce which in turn supports the regional economy.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a Contract No. 20W1495 - WDB-Cabrillo College SRSN
b ADM-29 20W1495 Cabrillo

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
(831) 454-4130
Subject: Consider Status Report on the Coordinated Entry System
Meeting Date: October 8, 2019

Recommended Action(s):

1. Accept and file the Smart Path Coordinated Entry System Status Update; and
2. Direct the Human Services Department to return to the Board of Supervisors in August 2020 with a status report on the Smart Path Coordinated Entry System.

Executive Summary

On October 1, 2018, the County Human Services Department began implementing Smart Path to Housing and Health (Smart Path), Santa Cruz County's coordinated entry system for persons experiencing homelessness. This memo provides an update on Smart Path's activities, lessons learned, and performance on Fiscal Year (FY) 2018-19 goals, and proposed goals for FY 2019-20.

Background

The federal Department of Housing and Urban Development (HUD) required all local homeless Continuum of Care's (CoC) to implement a homeless Coordinated Entry System by January 23, 2018, to continue receiving specific homeless services funding. Smart Path to Housing and Health (Smart Path), Santa Cruz County's local coordinated entry system, was implemented by the January 2018 deadline. While directly administered by the Human Services Department (HSD) since October 1, 2018, Smart Path is an initiative of the local CoC, known as the Homeless Action Partnership (HAP). Smart Path seeks to streamline access to housing programs for persons experiencing homelessness in Santa Cruz County. Through Smart Path, persons experiencing homelessness complete a single uniform assessment to be considered for housing assistance through participating programs. Completed assessments are entered into Santa Cruz County's Homeless Management Information System (HMIS) and are used to prioritize participants for scarce housing resources based on vulnerability and need. When a participating housing program has a vacancy, Smart Path utilizes the pool of completed assessments, which are prioritized, to provide referrals based on program eligibility, length of time homeless, and participant vulnerability as determined by their assessment score. Currently, more than twenty permanent supportive housing, rapid rehousing, and transitional housing programs fill their vacancies solely through Smart Path.

Locating individuals and families who receive a referral to a housing program can be challenging. However, Smart Path Assessors are trained to capture as much information about how and where to contact people who have completed a Smart Path assessment. This information may include places where the person frequents during the

day, a mailing address or a cell phone number.
During the last quarter of FY 2018-19, HSD entered into service agreements with three community-based organizations to provide four full-time Smart Path Roaming Assessors (Assessors). The Assessors seek to ensure that all persons experiencing homelessness complete a Smart Path Assessment, regardless of whether they utilize services provided by government or community-based organizations. To this end, the Assessors conduct assessments in locations that persons experiencing homelessness frequent, such as parks, food service programs and special events such as Project Homeless Connect. In addition, the Assessors are available to help agencies locate hard-to-find persons who have been referred to a housing program. Smart Path relies on information from the Point in Time count to gain a greater understanding of the demographics, including location, of Santa Cruz County's homeless population.
The Assessors collectively completed 149 assessments during the last quarter. The Assessor positions are as follows:

- North County Assessor - focused on the northern half of Santa Cruz County; administered by the Homeless Services Center
- South County Assessor - focused on the southern half of Santa Cruz County; administered by the Community Action Board
- Youth Assessor - focused on unaccompanied youth ages 18-24; administered by Encompass Community Services as part of the Youth Homeless Demonstration Project
- Family Assessor - focused on families; administered by the Homeless Services Center as part of the contract with HSD for the CalWORKs Housing Assistance Move-in Program (CHAMP)

Analysis

Smart Path Goals and Outcomes

In its October 30, 2018 memorandum to the Board of Supervisors, HSD proposed a series of outcome measures for Smart Path for the baseline period, October 1, 2018 - June 30, 2019. The outcome measures were developed based on information from the local Continuum of Care (CoC) on available HUD-funded housing programs. Using this information, Smart Path estimated the possible housing referrals that could result during Oct. 2018- June 2019. As noted in the table below, Smart Path surpassed its estimate of assessments completed, however referrals to housing programs and referrals that resulted in a person entering housing were much lower than estimated. HSD acknowledges that monitoring and tracking Smart Path assessments and referrals should be closely linked with a deeper understanding of available housing program openings. HSD is working with Focus Strategies, a consulting firm that uses local data to inform program and system improvements, to provide a broader and more robust picture of HUD-funded housing programs and how the Smart Path system supports housing the most vulnerable.

Measurement	Outcome Goal	Actual
New Smart Path Assessments	600	1,110
Housing program referrals	400	276*
Referrals resulting in persons moving into transitional housing	50	47

Referrals resulting in persons entering permanent housing	150	51
*Referral number includes duplicate counts of persons/families who were referred to multiple programs		

The VI-SPDAT (Vulnerability Index - Service Prioritization Decision Assistance Tool) is the validated assessment tool used in Santa Cruz County to determine a homeless person's vulnerability score. The higher the score, the more vulnerable the participant. Participants are offered housing program referrals based on their score. The table below describes the scoring methodology and type of housing programs for each score range and participant type.

VI-SPDAT Score	**Participant Type**	**Type of Housing Program**
0-3	All Participants	Diversion
4-7	Single Adults/Transitional Age Youth (TAY)	Rapid Rehousing or Transitional Housing
4-8	Families	Rapid Rehousing or Transitional Housing
8-17	Single Adults/Transitional Age Youth	Permanent Supportive Housing
9-22	Families	Permanent Supportive Housing

Between October 2018 to June 2019, the score range for families fell between 2 and 18, while scores for single adults and transition age youth (TAY) ranged from 1 to 16. Almost half of persons assessed in both groups, 49 percent of families and 46 percent of single adults and TAY, had scores in the higher vulnerability ranges (9-22 for families and 8-17 for single adults and TAY.) Attachment A provides additional detail on the demographics of persons who completed a Smart Path Assessment.
Smart Path provides referrals when a participating program has a program vacancy. While participating Smart Path permanent housing programs provide housing subsidies, case management, and other supports to facilitate participants' ability to attain and maintain housing, few have designated housing units for participants to move into. Participants are typically reliant on finding permanent housing in the private market where they face significant challenges in securing housing. As a result, there is often a significant gap between the time someone is referred to a housing program and when they actually move into a housing unit.

FY 2018-19	**Number of Days**
Average number of days between completed Smart Path assessment and moving into a housing unit	178
Average number of days from receiving	89

a housing referral to moving into a housing unit	

The Homeless Management Information System (HMIS) system currently tracks whether a person exited homelessness into housing, however it does not capture the location of where people are housed. Smart Path is working closely with the CoC and Focus Strategies on evaluating the HMIS system and improving the quality and use of the data for system planning and decision-making.

Smart Path Assessment Trainings

To ensure that persons experiencing homelessness throughout Santa Cruz County can easily complete a Smart Path Assessment, staff conducted six new assessor trainings between October 1, 2018 and June 30, 2019. Approximately 100 persons from the County and community-based organizations participated in the trainings. Staff also held a refresher training for previously trained Smart Path assessors to answer questions, problem solve, ensure knowledge of policy changes, and share insights on conducting assessments.

In addition to the Smart Path new and refresher trainings, HSD contracted with nationally recognized consultant LA Family Housing to provide staff from the County and community-based organizations with specialized trainings on homeless diversion, housing location and navigation. The diversion trainings included information on how to help persons experiencing homelessness resolve their own homeless situation by utilizing existing resources and relationships. Programs such as Homeward Bound and explorations of alternative safe places to stay were discussed as a resource to help "divert" persons from entering the homeless system.

Committee Meetings

Smart Path staff facilitate two ongoing committee meetings designed to identify challenges and potential solutions to addressing homelessness countywide:

- **Smart Path Steering Committee**: this committee, led by HSD, meets every other month and is typically attended by managers and supervisorial staff of homeless service agencies, HAP representatives, the Homeless Services Coordinator, staff from the Health Services Agency (HSA) and the Sheriff's Department. The Committee evaluates potential changes to policies and practices to facilitate Smart Path's ability to more comprehensively, efficiently, and effectively serve all persons experiencing homelessness, especially those with the highest needs.

- **Housing Workgroup:** this committee, led by HSD, meets twice monthly and is attended by staff from community-based organizations, HSA, the Sheriff's Department and HAP staff. Committee meeting topics include presentations from programs that serve persons experiencing homelessness, discussions of systemwide challenges to serving clients and potential solutions, feedback on Smart Path's performance, recommended improvements, and case conferencing.

Lessons Learned

HSD has learned a lot over the past nine months about implementing and managing the

Smart Path Coordinated Entry System. As evidenced by the above description of Smart Path's outcome goals and actual accomplishments, the number of persons experiencing homelessness countywide far outnumbers the available housing programs to which Smart Path can provide referrals. The gap is even greater for those persons who are considered most vulnerable, as measured by their Smart Path Assessment score.
The Smart Path program, in collaboration with the Smart Path Steering Committee and the HAP, continue to identify policy changes that will support vulnerable people receiving housing referrals. Under current Smart Path policy, individuals are referred to housing programs based on their VI-SPDAT score. Persons scoring in the highest range are typically referred to permanent supportive housing programs while those scoring in the mid-range are typically referred to rapid rehousing and transitional housing programs (see Attachment B for additional detail on VI-SPDAT scores by housing type, and the scores of persons assessed and referred to housing programs). Reflective of both the limited turn-over and capacity of available permanent supportive housing programs, only 30 percent of all Smart Path referrals for single adults and TAY and 54 percent of referrals for families were for persons who were in the highest vulnerability score range.
Due to funding requirements, the countywide Veteran housing programs and HSD's CalWORKs Housing Support Program (locally known as CHAMP) accept referrals of persons of all scores, prioritized by highest vulnerability, when filling program vacancies. To facilitate the referral of persons with higher vulnerability scores to housing programs, the HAP recently approved a change to Smart Path policy that increases the vulnerability scores of persons who are referred to rapid re-housing programs. However, without an increase in the capacity of all housing program types, and especially those that meet the needs of the most vulnerable persons experiencing homelessness, Smart Path will be unable to refer the majority of persons who complete an assessment to a housing program.

Next Steps

Over the next year, Smart Path will work closely with the HAP, governmental and community-based partner agencies, and persons with lived experience to continue to make the Smart Path more effective and efficient. Smart Path has already begun working with Focus Strategies on their short-term recommendation to implement a systemwide diversion practice to reduce the inflow into the homeless crisis response system while shifting Smart Path towards a dynamic prioritization process that more flexibly and immediately offers available housing resources to persons who need them most acutely. During FY 2019-2020, Smart Path will also begin to incorporate emergency shelters into its referral system.
As described in the County's operational plan, Smart Path intends to meet the following outcome by June 2021: Complete 1,600 new Smart Path assessments. Additionally, HSD will collaborate with community partners to achieve the following outcomes during FY 2019-20:

Measurement	**Outcome Goal**
Housing program referrals	360
Referrals resulting in persons moving into transitional housing	60
Referrals resulting in persons entering permanent housing	70

HSD will provide an update to the Board on the above Smart Path goals and outcomes and other related information in August 2020.

Strategic Plan Element(s)
Attainable Housing: Expand services to reduce homelessness and increase housing stability. The Smart Path system will prioritize housing openings to the most vulnerable people experiencing homelessness in an effort to reduce homelessness and increase housing stability.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a Smart Path Coordinated Entry System Status Update - Attachment A
b Smart Path Coordinated Entry System Status Update - Attachment B

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
(831) 454-2100
Subject: Study Session on Focus Strategies Homeless System Baseline Assessment
Meeting Date: October 8, 2019

Recommended Action

1) Conduct a study session on the Focus Strategies' homeless baseline system assessment; and
2) Direct staff to return on or before February, 2020 with a progress report on implementation of short-term recommendations and results of the System and Project Performance analysis.

Background

On February 26, 2019, the Board approved a contract with nationally recognized homeless technical assistance firm Focus Strategies for provision of homeless system assessment consulting services. The project, managed by the Homeless Services Coordination Office, was initiated in April, 2019 in partnership with the Human Services Department, Health Services Agency, and Planning Department. Focus Strategies has completed some key Phase I deliverables including a Baseline System Assessment. The purpose of this memo is to introduce Focus Strategies and principal consultants Kate Bristol and Katharine Gale, who have led the work in Santa Cruz.

Driving this system assessment and redesign work is an understanding that it is a pivotal time with regard to working on and addressing homelessness in and across the multiple jurisdictions that comprise Santa Cruz County. The landscape has changed dramatically in recent years. Homelessness has been growing at national, state, and local levels, and the demographics of the homeless population have changed. New and significant sources of funding have come into play and the challenges of working within a governance structure that wasn't designed for the level and complexity of cross-jurisdictional decision-making are evident, especially in the absence of clearly articulated and aligned priorities. The is a significant need for a community-wide, actionable plan - a blueprint - to guide the work and shift from a reactive to proactive mode. With a well-designed blueprint and an adequate and effective decision-making structure collectively, we can more effectively utilize available funding to implement a more coordinated, community-wide and systematic response to homelessness.

The purpose of today's study session is to provide an overview of the technical assistance phased work plan and key results, increase understanding of a systems approach to

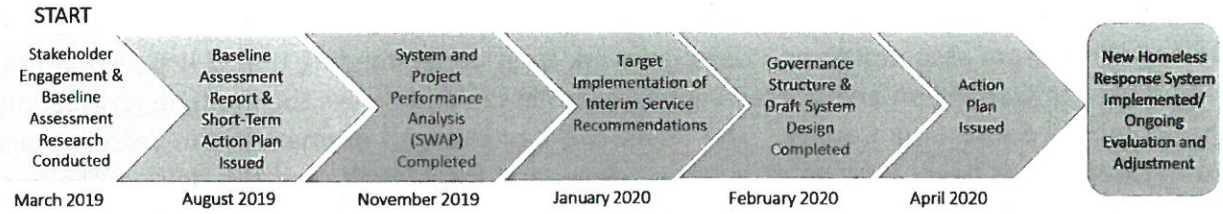
homelessness, share the baseline system assessment results, share the interim recommendations and initial community feedback on them, and seek input from the Board on the proposed interim recommendations. Focus Strategies will be presenting their Baseline System Assessment and initial recommendations as part of today's study session.

Introducing Focus Strategies

Since 2006, Focus Strategies has been committed to helping communities across the nation reduce and ultimately end homelessness. Through Focus Strategies' application of technical skills and systems-level thinking, communities are able to more effectively prevent, reduce, and end homelessness through data-driven strategic planning. In partnership with the National Alliance to End Homelessness, Focus Strategies created a set of tools designed to help communities use local data to understand their current system performance and to model large-scale system changes. Those tools are being put to work here in the County of Santa Cruz. Focus Strategies particularly focuses on supporting communities to successfully implement and achieve the goals of the U.S. Department of Housing and Urban Development (HUD) Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The HEARTH Act is implemented through HUD's Continuums of Care (CoCs). Locally the CoC is known as the Homeless Action Partnership, and effective July 1, 2019 is led by the Homeless Services Coordination Office.

Purpose of Technical Assistance

The purpose of the technical assistance with Focus Strategies is to achieve several key results through a phased work plan that began in March 2019 with stakeholder engagement and will continue through April 2020 when a recommended action plan will be issued:



Key results anticipated from this year long technical assistance engagement include:

- Data analysis that key stakeholders can use to understand the results being achieved by the current system.
- Recommendations for strategies that improve results and eventually lead to reaching "functionally zero" homelessness.
- Shared understanding among providers of the homeless crisis response system and how their work contributes to overall system performance.
- Providers build knowledge and capacity.
- Prioritized recommendations for short-term objectives and key steps (FY 2019-20) that

leadership/governance bodies can use to more effectively respond to the crisis of homelessness in Santa Cruz County.

- Adoption of key performance metrics.
- Development of recommended governance and operational structure that will oversee, evaluate and make and/or implement strategic policy and funding recommendations that advance the homeless crisis response system.
- Staffing and resources are identified to support implementation of the homeless crisis response system.
- An actionable community plan that is understood across all stakeholders and can be implemented and that will yield measurable reductions in homelessness.

Today's study session is to present the key deliverables from the first phase of this work, the Santa Cruz County Homeless Baseline Assessment Report and interim recommendations, and provide the Board with key stakeholder response, feedback, and support for Focus Strategies' interim recommendations. In partnership with key system partners, staff are beginning work to implement some of the interim recommendations.

Summary of Baseline System Assessment Report:

The Baseline System Assessment is the first major deliverable from the first phase of the technical assistance engagement. The purpose of the report is to:

- Summarize the initial observations about current response to homelessness in Santa Cruz County.
- Identify strengths and challenges of current efforts drawing from stakeholder feedback, documents, and focus groups interviews.
- Inform next steps in the scope of work, including the analysis of data, system planning, and governance structure development.
- Provide initial recommendations through Short-Term Action Plan for impactful work that can be launched while the rest of the scope is underway.

As will be explained during the study session, understanding the current state will inform our strategic development of a homeless crisis response system. As with implementing the County's strategic plan, there are a number of reasons to do this systems-level analysis and planning in the area of homelessness: "provide overall strategic direction, prioritize use of limited resources, set standards of excellence, cope with environmental uncertainty and change, and provide an objective basis for control and evaluation."

Baseline System Assessment Key Findings:

Overall, Focus Strategies' baseline assessment found that the Santa Cruz community has a significant homeless problem relative to its population. Funding, functioning, and the size of the homeless crisis response system are not at the scale or level of alignment and coordination needed to begin to reverse current trends.

Many essential system elements are in place and function fairly well, giving local stakeholders a good foundation to build upon. These include several outreach, shelter, rapid rehousing and permanent housing programs, a coordinated entry system, community and mainstream partners, and coordination structures such as the HAP that have helped to secure federal funding. However, more robust system-wide alignment around priorities and goals, capacity for data-driven decision making, and a refined and improved governance and operational oversight structure are needed. In addition, the community lacks some key program elements of a strong system including fully integrated diversion/problem-solving practice that can work with people seeking assistance to help some identify immediate housing alternatives and reduce the inflow of people into homelessness. Other programmatic areas that could be strengthened are shelter and outreach, which could be more strongly coordinated and enhanced with housing-focused strategies, training, and resources.

Interim Recommendations

Though the full scope of system analysis and design work is still in process, in the short-term, Focus Strategies has provided the community with four suggested initial strategies that could be developed and implemented immediately to help jump-start improvements to the homeless crisis response while the next phase of analytic and system re-design work is taking place.

These include:

1. *Implement a Systemwide Diversion Practice to Reduce Inflow and* move forward with efforts to re-tool Smart Path coordinated entry. This will shift the system away from one in which nearly everyone is waiting for assistance to one where prioritized people and households move quickly to a homeless system-provided resolution and others are supported to find an alternative with the understanding that they will not receive a subsidy or other deep resource from the homeless crisis response system.

2. *Build Capacity of Emergency Shelters to Deliver Housing-Focused Services and Supports* and speed up the rate at which they are helping residents exit to housing. Products from this work could include the creation of a shared set of shelter practice guidelines, a training curriculum for shelter staff, and/or seeding a new pool of flexible resources available either within shelters or accessible by shelters for immediate housing solutions.

3. *Coordinate and Standardize Outreach Efforts* by bringing together outreach teams and their key funders to share information about how they currently function, who they typically see, and develop agreements on a coordinated approach to the purpose, methods, desired measurable outcomes and geographic coverage across all outreach efforts.

4. *Relaunch and complete work on a new Governance structure:* Reconvene the Governance study group with updated membership and support from Focus Strategies to answer critical questions about how the revised structure will operate, what purview it will have, and what resources and efforts it will jointly oversee. The end result of this re-convened governance process will be agreement on the new structure, including protocols and procedures.

Community Feedback

The County convened a special community meeting on September 11 to present the Baseline

report, take questions, and receive feedback from community stakeholders on the report and the short-term actions proposed. Respondents indicated that the baseline report generally provided an accurate assessment of the conditions, strengths and challenges of the current system in the community. There was interest in moving forward on all four recommendations with a majority prioritizing 1) the need to improve the governance structure including decision making, planning, funding, and monitoring questions and 2) improving the effectiveness of shelter system. The group also emphasized the need for action on improving data and on ensuring that there is effective communication back to stakeholders throughout the process.

Implementation of Interim Recommendations

Based on feedback received from community partners and other stakeholders the Homeless Services Coordination Office is planning work groups for each of the recommended areas. County staff agree in concept with the Focus Strategies recommendations and they will be further developed in alignment with available resources and likely involve staggering the start of work for each group. HSCO is currently collecting feedback and input from system partners and stakeholders to inform the specific workplans and objectives for each of the goal areas. Input from the Board's Study session will further inform these workplans.

- Diversion: Reducing system inflow - The Santa Cruz County Human Services Department has agreed to convene a process to begin implementation of the recommendations relating to systemwide diversion and refining the Smart Path Coordinated Entry system. An initial meeting was held 9/11/19 and future small group conversations are planned, to be followed by a larger group input process prior to implementation.
- Governance: System Decision Making, Planning, Funding, and Monitoring - A work plan to update and complete the earlier governance structure effort is underway. Work group membership will be refined, and it is anticipated that Focus Strategies will facilitate this process, with the HSCO serving as the group's convener.
- Housing Focused Shelter - Increasing exits from shelter to permanent housing and increasing efficient use of shelter resources - The community seems very interested in moving forward with the recommendations on housing-focused shelter, so HSCO is working to identify a system partner that can convene a workgroup on this topic, with facilitation and technical assistance provided by Focus Strategies.
- Coordinating and Standardizing Outreach Efforts - Integration and coordination of various outreach efforts - HSCO is working with the Health Services Agency on their potential for convening this working group. It may need to be deferred based on other workload but that has not yet been determined.

Next Steps for Phase 2

The next step of this phased scope of work is a quantitative systemwide analysis to understand the current system's outcomes at the project and overall system level using Focus Strategies' System-Wide Analytics and Projection (SWAP) suite of tools. Data collection for the quantitative system assessment is underway. The SWAP analysis will measure the cost and results of the current system and inform the development of strategies to improve performance results. Focus Strategies will engage stakeholders in another community discussion of the SWAP results in December 2019. The HSCO plans to return to the Board of Supervisors in January 2020 to provide the results of the quantitative assessment and gather input as to what operational

alternative investments scenarios should be modeled to inform system improvement recommendations. The predictive modeling that will be possible through this analysis will inform future program and funding decisions, as it will allow funders to see what the system performance impacts of different investment strategies are. Subsequent phases of work in early 2020 will inform the development of an actionable plan to implement a more coordinated, community-wide and systematic response to homelessness, to be delivered by April 2020.

It is, therefore, RECOMMENDED, that the Board accept and file this report on the Focus Strategies Baseline System Assessment and Short-Term Recommendations and direct staff to return on or before the first Board meeting in February, 2020 with a progress report on implementation of short-term recommendations and the results of the System and Project Performance analysis.

Strategic Plan Element(s)

2.D Attainable Housing: Homelessness - Assessing the performance of the current system to address homelessness and obtaining technical assistance for system planning and improvements directly supports the Strategic Plan goal on Homelessness to expand services to reduce homelessness and increase housing stability.

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

a Santa Cruz County Baseline System Assessment

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Employment and Benefit Services Division
(831) 454-4130
Subject: Approve Cost of Living Increase to General Assistance Benefits
Meeting Date: October 22, 2019

Recommended Action(s):
Approve recommended increase to the General Assistance grant amounts to align with a statewide increase to the CalWORKs Maximum Aid Payment levels effective October 1, 2019.

Executive Summary
The Human Services Department (HSD) is requesting an 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 1st, 2019.

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 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 program, now known as CalWORKs.

Analysis
Recently, the California Department of Social Services issued All County Letter 19-73 which implements a statewide increase to the CalWORKs Maximum Aid Payment (MAP) levels effective October 1st, 2019. For a household of one, which is the size of most General Assistance households, the CalWORKS MAP was $431 and will become $606. See Attachment A for a summary of the proposed increase to the General Assistance grant amounts. On September 18, 2019, the proposed GA changes listed in Attachment A were reviewed by the Santa Cruz County Human Services Commission, and the Commission recommended adoption of the increase by the Board of Supervisors.

The requested increase to the GA grant amounts referenced in Attachment A will coincide with the upcoming CALWORKs MAP increase. The increased grant will assist GA recipients on their path to self-sufficiency by allocating more funds to personal needs.

Financial Impact
The recommended increase to the GA grants is anticipated to increase fiscal year 2019-20 GA budget expenditures by up to $109,000 and will not require an increase in appropriations.

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.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a GA MAP Increase 10-1-2019 - Attachment A

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
(831) 454-4130
Subject: Child Care Developer Fee Loan Awards
Meeting Date: October 22, 2019

Recommended Action(s):

1) Approve the Child Care Developer Fee Loans, in the amount of $170,000, and authorize the Human Services Department Director to sign the standard loan documents with awarded borrowers; and

2) Direct Human Services Department staff to return to the Board with the Child Care Developer Fee Loans annual report in December 2019, as recommended by the Director of the Human Services Department.

Executive Summary

The Human Services Department (HSD) is requesting the Board's approval of the Child Care Developer Fees Loan (CCDFL) awards recommended by the Human Services Commission, authorization for the Human Services Director to process standard loan agreements with the approved child care providers, and for HSD staff to return to the Board in December 2019 with the Child Care Developer Fee Loans annual report.

Background

In 1991, the Board adopted the Child Care Fees and Exactions Ordinance for the expansion, construction, or renovation of child care facilities in Santa Cruz County. Subsequently the Board adopted guidelines developed by HSD staff in coordination with the Human Services Commission, specifying that revenues derived from Child Care Developer Fees be used for projects that directly increase or maintain the supply of licensed child care in Santa Cruz County.

In January 2017, the Board established the Thrive by Three Initiative, dedicated to achieving improved outcomes for Santa Cruz County's youngest and most vulnerable children, prenatal though age 3 and their families. The CCDFL program supports the Thrive by Three initiative by expanding capacity and improving child care and family child care centers, thereby strengthening the child care system.

In 2018, as part of the Thrive by Three Initiative, the County conducted a nexus analysis of the child care facility development impact fee. This report documents and quantifies the linkages between the new non-residential and residential development in Santa Cruz County, the demand for child care spaces and the cost of mitigating the demand by developing new child care spaces. Based on the study's recommendations, the Child Care Fees and Extractions Ordinance was adjusted to clarify that the fees are to be

used for the enhancement and improvement of child care facilities in the County and a three-year graduated fee increase was approved by the Board.

Consistent with the requirements of the Child Care Fees and Exactions Ordinance, Chapter 15.04 of the County Code, HSD administers the CCDFL Program Trust Fund for the County. As part of the administration process, HSD periodically solicits applications for loans to child care centers and family day care homes in order to enhance and improve the availability of child care resources for families in our community. In lieu of making loan payments to the County, loan awardees may agree to continue providing child care services for a designated period. Once the agreed upon period of services is met, both the loan's principal and interest amounts are forgiven. Since the program became operational in 1991, over $2.3 million has been awarded to licensed child care centers and family child care homes to increase or prevent the loss of licensed child care slots.

Based on the current availability of $170,000 in the CCDFL Trust fund, HSD initiated the loan application process in November 2018, in coordination with the Human Services Commission. The Commission then selected a Subcommittee comprised of two Commissioners, local community members familiar with child care services, the Employment Benefit Services Division Director, and the County Auditor-Controller to review and update the CCDFL program funding priorities, and to refine the process to solicit applications for the loan program, consistent with the direction of the Human Services Commission. Based on the review, the Subcommittee established the following funding principles and priorities:

- CCDFL Funding Principles:
    - Promote the availability of licensed child care slots throughout the county
    - Promote affordable child care in a safe environment

- CCDFL Funding Priorities:
    - Provide child care that is affordable to low income families
    - Address gaps in child care needs
    - Improve, enhance or expand licensed childcare services to children 0-3 years old
    - Promote health and safety and general welfare of children in care
    - Improve access to childcare services in an underserved geographic area
    - Support CCDFL funding principles

Analysis

In June 2019, the solicitation of applications for the CCDFL Program was announced through a bilingual mailing sent by the County Office of Education's Child Development Resource Center to over 400 child care providers in the County. Three bilingual CCDFL program workshops were held on June 4, 2019 in Watsonville, June 6, 2019 in Santa Cruz, and June 11, 2019 in Scotts Valley. Attendance at one of the workshops was a prerequisite to applying for a CCDFL program loan , and provided a thorough review of the CCDFL program and application form. At the meeting, all attendees were encouraged to contact either the Small Business Development Center or El Pajaro

Community Development Corporation to request assistance in applying. At the three workshops, 66 applicants attended and received an application packet.

When the application deadline closed on August 6, 2019, the County received 24 funding applications requesting a total of $458,798, $437,848 from 22 family day care homes and $20,950 from 2 child care centers. Included in the family day care applicant pool, there is one applicant requesting funding to expand from family care to a small child care center.

A loan review subgroup (Subgroup) of the Subcommittee reviewed and analyzed the submitted applications using the rating criteria determined by the Subcommittee. The Auditor-Controller's office separately rated the financial health of the family care homes and child care centers that applied, and following the financial review, the Subgroup met to discuss the applications and make funding recommendations. Because of the limited funds available for the CCDFL program, the Subgroup reviewed the applications to identify opportunities to fund projects at a lower amount than originally proposed, based on the feasibility of only partially funding a proposed project, or based on the bids submitted with the applications. Through this analysis the Subgroup was able to lower the project costs enough to recommend loan awards for 18 of the 24 applicant projects.

The Subgroup recommended loan funds be awarded to 16 Family Day Care Homes in the amount of $159,000, and two child care centers in the amount of $11,000, for a total award amount of $170,000. A summary of the recommended loan awards and the projects addressed are described in Attachment A, and a detailed analysis of the applications and recommendations is provided in Attachment B. These recommendations were reviewed by the Human Services Commission at its September 18, 2019 meeting, where they were approved for submission to the Board for final adoption. In addition to the approval of the loan award recommendations, HSD requests the Board's authorization to sign the standardized loan documents with the awarded borrowers on behalf of the County.

Pursuant to the Child Care Fees and Extractions Ordinance, HSD staff will submit an annual report on the CCDFL program to the Board in December 2019.

Financial Impact
Funding for the CCDFLP awards is available through the CCDLP Trust Fund, and this request does not result in an additional General Fund contribution.

Strategic Plan Element(s)
1.B (Comprehensive Health & Safety: Community Support) - Child Care Developer Fee loans will enhance and improve the availability healthy and safe child care opportunities for county families.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

a Child Care Loan Recommendations Summary - Attachment A
b Child Care Loans Recommendations Detailed Review - Attachment B

Recommendation Summary

Child Care Developer Fee Loan Program

2019 Proposed Loan Award Recommendations

October 22, 2019

	Applicant	Center or Home	Request	Recommended Amt	Funded Project
Recommended					
1	A Child's Garden	Day Care	$15,000	$15,000	Fencing
2	Adriana Castillo	Day Care	$17,000	$17,000	Kitchen improvements
3	Angeles Day Care	Day Care	$13,800	$5,400	Fencing
4	Anna Lizbeth Ponce	Day Care	$7065	$1,200	Flooring
5	Bertha Rocha	Day Care	$10,000	$10,000	Patio and Patio Roof
6	Brook Knoll Buddies	Day Care	$28,458	$17,400	Filling in Pool
7	Carolyn Glanton	Day Care	$15,000	$15,000	Fencing
8	Guzman Day Care	Day Care	$8,210	$8,300	Kitchen upgrade & Water heater
9	Karina Garcia	Day Care	$47,000	$10,500	Porch roof & entry
10	Luz Maria Escobar	Day Care	$16,274	$7,400	Shade Structure
11	Maria Castillo	Day Care	$7,000	$7,000	Slab replacement
12	Maria Lopez	Day Care	$37,080	$4,700	Patio slab replacement
13	Rosalia Jimenez	Day Care	$28,908	$16,500	Patio slab replacement
14	Silvia Castillo	Day Care	$13,935	$14,000	Slab replacement
15	Teresa Garcia Vasquez	Day Care	$32,850	$7,000	Plumbing & gutter repair
16	Wheelock Orchard School	Day Care	$30,000	$2,600	Replace Window
17	Baymonte Christian Schools	Center	$19,000	$9,000	Demo & Replace Deck
18	Kinder Cottage	Center	$1,950	$2,000	Replace refrigerator
Not Recommended					
19	Eva's Day Care	Day Care	$10,000	Not Recommended	No significant health & safety concerns
20	Guadalupe Lobato	Day Care	$56,610	Not Recommended	No significant health & safety concerns
21	Jessica Martinez	Day Care	$1,500	Not Recommended	Day Care Equipment not fundable
22	Maria Cristina Trengove	Day Care	$15,000	Not Recommended	No significant health & safety concerns
23	Norma Navarro Day Care	Day Care	$13,788	Not Recommended	Application incomplete
24	Rosalia Fernandez	Day Care	$13,370	Not Recommended	No significant health & safety concerns
	Totals		**(requested) $458,768**	**(recommended) $170,000**	

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
(831) 454-2100
Subject: Approve Agreement with Salvation Army for FY 2019-20 North County Emergency Shelter
Meeting Date: November 5, 2019

Recommended Action(s):
1) Adopt resolution accepting and appropriating $1,664,514 in unanticipated revenue from the State of California Homeless Emergency Aid Program (HEAP) and California Emergency Solutions and Housing (CESH) programs as detailed in the attached AUD-60 Resolution;
2) Approve contract in the amount of $1,962,245 with the Salvation Army, a California Corporation, awarded funding by the Watsonville/Santa Cruz City & County Continuum of Care (CoC), for operations of the North County emergency shelter at Laurel Street and 1220 River Street;
3) Authorize payment in the amount of $15,821 to the City of Santa Cruz for operational costs associated with 1220 River Street program;
4) Authorize the County Administrative Officer or designee to execute the contract on behalf of the County; and
5) Accept and file update on shelter system improvements and progress on Fiscal Year (FY) 2019-21 Operational Plan objectives.

Executive Summary
On behalf of the Watsonville/Santa Cruz City and County CoC, known locally as the Homeless Action Partnership (HAP), the County Homeless Services Coordination Office (HSCO) recommends approval of expanded year-round emergency shelter services provided by The Salvation Army (TSA), a California Corporation. In support of this goal, the HSCO requests the Board accept and appropriate State Homeless Emergency Aid Program (HEAP) and California Emergency Solutions and Housing (CESH) funds in accordance with the attached AUD-60 Resolution. Along with HEAP and CESH funds, the contract will include contributions from the HAP. The HSCO recommends approval of the attached FY 19-20 contract with TSA in the total amount of $1,962,245 for year-round North County shelter services. The contract increases the FY 2019-20 total shelter nights at the Laurel Street Shelter from 137 to 365 nights (a gain of 228 nights) a year and increases shelter nights at the River Street Shelter from 75 to 274 nights (a gain of 199 nights). In further support of this expansion of shelter services, staff requests authorization to allocate funds to the City of Santa Cruz for County share of costs associated with infrastructure support at 1220 River Street. Additionally, HSCO submits for approval an update on shelter system improvements and progress towards achieving FY 2019-21 Operational Plan objectives related to Attainable Housing goals and strategies.

Background

Emergency shelter services are part of programmatic efforts to address the homelessness crisis in Santa Cruz County through deployment of the State of California's HEAP and CESH emergency block grants, allocated to the Watsonville/Santa Cruz City & County CoC and awarded by the HAP.

The FY 18-19 contract with TSA, totaling $1,094,750, provided for emergency sheltering at the Veterans of Foreign Wars (VFW) Hall from November 15, 2018 through June 30, 2019; at Laurel Street from February 13, 2019 through June 30, 2019; and at 1220 River Street from April 17, 2019 through June 30, 2019. The attached FY 2019-20 TSA contract represents the results of combined efforts on the part of TSA, the City of Santa Cruz, the HAP and the HSCO to ensure the staffing and operational capacity are in place to support expansion to year-round emergency shelter services at Laurel Street, and 9 months at River Street.

Analysis

Expansion to Year-Round Emergency Shelter Services

The HAP Governing Board and Executive Committee have jointly approved funding to the Salvation Army (TSA) for the FY 2019-20 operation of North County emergency shelter services at two programs:

1. 1721 Laurel Street facility - operations from 7/1/19-6/30/20 will provide for 55 beds. Shelter nights will increase from 137 in FY 2018-19 to 365 nights in FY 2019-20 (see Table 4 for additional detail). Eligible shelter guests include single adults and families with children. Single women, families with children, and adults with mobility challenges will be prioritized. This is a nighttime shelter program only, with no day services.
2. 1220 River Street facility (owned by the City of Santa Cruz) - continuation of operations from 7/1/19-3/31/20 will provide for 60 tent sites. Shelter nights will increase from 75 in FY 2018-19 to 274 in FY 2019-20 (see Table 4 for additional detail). Eligible shelter guests include adult men, women and couples. This is a low barrier shelter site and is open 24 hours each day, 7 days a week.

Operations of these two programs represent a deliberate pivot towards year-round services and currently there is sufficient funding available for a full fiscal year of operations at Laurel Street, and for nine months of operations at River Street. The availability of the 1220 River Street site beyond 3/31/20 is as yet unknown by the City of Santa Cruz, as there is a major water project pending at the site. Should additional funding become available, and if the City confirms availability of the site 4/1/20-6/30/20, staff may return with a contract amendment to extend operations at 1220 River Street through the end of the fiscal year.

The HAP Governing Board and Executive Committee, in electing to fund these two programs, prioritized stabilizing existing shelter programs, providing shelter year-round, and offering flexibility in programmatic options. The 1220 River Street program, with 60 tent sites serving approximately 80 people, and with 24-hour operations, has been operated by TSA since April 2019 and is consistently full. There is not sufficient funding to operate a seasonal winter shelter program in addition to the Laurel Street and 1220 River Street sites, therefore there are currently no plans to utilize the Veterans of

Foreign Wars (VFW) facility on 7th Avenue this winter.

Costs and Sources of Funding

The total cost of operating North County Emergency Shelter services at the Laurel Street and River Street programs includes staffing and supplies for both programs and transportation for the Laurel Street program. Staffing costs for TSA have increased substantially due both to operating a year-long program and shifting from temporary staff who do not receive health benefits, to permanent staff that does. For 1220 River Street, the City of Santa Cruz provides tents, tent platforms, sleeping bags and pads, Conex storage containers, portable toilets and hand-washing stations, electricity and refuse service, and transportation including vehicle(s), fuel and staff to operate the shuttle. A summary of total costs and revenue are represented in the tables below.

Table 1. Summary of North County Emergency Shelter Costs & Revenue

	The Salvation Army	City of Santa Cruz	Total Costs
Laurel Street 12 Months	$ 1,260,080	$ -	$ 1,260,080
1220 River Street 9 Months	$ 702,165	$ 187,269	$ 889,434
Total Costs	**$ 1,962,245**	**$ 187,269**	**$ 2,149,514**
State HEAP and CESH Funding Applied	$ 1,664,514	$ -	$ 1,664,514
HAP Jurisdictional Funding Applied	$ 297,731	$ 187,269	$ 485,000
Total Funding:	**$ 1,962,245**	**$ 187,269**	**$ 2,149,514**

Table 2. FY 2019-20 HAP Contribution by Jurisdiction

Homeless Action Partnership FY 2019-20 Approved Budget for North County Emergency Shelter				
County	City of SC	Scotts Valley	Capitola	Total
$ 246,282	$ 171,448	$ 35,745	$ 31,525	$ 485,000

Table 3. Funding Allocations Applied to TSA Contract and City of Santa Cruz Costs

Salvation Army Contract Costs	**$ 1,962,245**
HEAP and CESH funds applied:	$ 1,664,514
County HAP Jurisdictional Contribution	$ 230,461
Scotts Valley HAP Jurisdictional Contribution	$ 35,745
Capitola HAP Jurisdictional Contribution	$ 31,525
Total funding for TSA:	**$ 1,962,245**

City of Santa Cruz Infrastructure Costs	**$ 187,269**
City of Santa Cruz HAP Jurisdictional Contribution:	$ 171,448
County HAP Jurisdictional Contribution	$ 15,821
Total funding for City of Santa Cruz	**$ 187,269**

Staff requests Board authorization for the HSCO to pay City of Santa Cruz $15,821 for County share of costs for 1220 River Street. The HSCO will invoice Cities of Scotts Valley and Capitola for their share of TSA contract costs.

Update on Implementation of Additional HEAP/CESH Funded Emergency Sheltering Programs

TSA - South County Navigation Center

In June 2019, the Board approved a contract with TSA to operate the South County Navigation Center in Watsonville, in addition to the Laurel Street and 1220 River Street shelters . The South County program operates 24/7 and is funded for two full years through June 30, 2021. The day services program, providing showers, toilets, washers and dryers, computers, lockers, and access to an array of supportive services, serves roughly 50 people per day. The overnight emergency shelter serves 38 people, including families with children.

Association of Faith Communities - Safe Spaces Parking and Faith Community Shelter

The Association of Faith Communities is operating two programs: Safe Spaces Parking and Faith Community Shelter. The Safe Spaces Parking program currently provides safe parking for 25 cars per night, serving approximately 75 people. They are currently seeking an additional site to expand to full capacity serving 30 cars per night. The Faith Community Shelter program provides 40 shelter beds per night. Both programs are funded for two full years, through June 30, 2021.

Housing Matters - Paul Lee Loft Hygiene Trailers - Housing Matters (formerly Homeless Services Center) operates the Paul Lee Loft, serving 40 people, and is funded for one year, through June 30, 2020. The hygiene bay which shares the same building as the Paul Lee Loft shelter program has been non-operational for several months and there are portable hygiene trailers on site. The HAP has approved HEAP/CESH funding to support the continued operations of the hygiene trailers and staff anticipates bringing further information about this to your Board in the near future.

Meeting Operational Plan Objectives

This contract represents progress on three Homeless Services Coordination Office Operational Plan Objectives:

#82 Emergency Shelter

By June 2021, Homeless Services Coordination will work with Homeless Action Partnership to increase total emergency shelter and/or emergency bridge housing bed capacity by 20% each year over the 2019 baseline.

Progress Update: North County Emergency Shelter program increased by 11,015 bed nights, a 36% increase.

Table 4. North County Emergency Shelter Capacity FY 2018-19 and FY 2019-20

	FY 2018-19			FY 2019-20		
	# Nights	# Persons	Total Bed Nights	# Nights	# Persons	Total Bed Nights
Laurel Street	137	55	7,535	365	55	20,075
1220 River Street	137	80	10,960	274	80	21,920
VFW	227	55	12,485	0	0	-
			30,980			**41,995**
					Increase in Bed Nights:	**11,015**
					% Increase in Bed Nights:	**36%**

Collectively, HEAP/CESH funding provides FY 2019-20 funding for six emergency sheltering programs. Day services are an area that is in need of further expansion as they are only provided in North County on a limited basis at one site.

Table 5. FY 2019-20 HEAP/CESH-Funded Emergency Shelter Bed/Tent/Parking Site Counts

Program	Provides	People Sheltered
The Salvation Army - River Street	60 Tent Sites	80
The Salvation Army - Laurel Street	55 Beds	55
The Salvation Army - South County	38 Beds	38
Housing Matters - Paul Lee Loft	40 Beds	40
Assocation of Faith Communities - Safe Spaces Parking	25 Parking Spaces	75
Assocation of Faith Communities - Faith Community Shelter	40 Beds	40
Total Number of People Sheltered		**328**

#83 - Homeless Navigation

By June 2021, Homeless Services Coordination will work with the Homeless Action Partnership to plan and open year-round homeless services centers in North and South County.

Progress update: During 2019 Budget Hearings, HSCO staff articulated a "Navigation Center Maturity Model" with FY 2019-20 goals including:

- Year-Round Emergency Shelter - *complete*
- New Housing Resolution Resources - *in progress*
- New Mobile Hygiene Services - *in progress*

Approval of this contract ensures year-round emergency sheltering at the Laurel Street Shelter. Other year-round emergency shelter programs funded through HEAP/CESH for FY 2019-20 include Housing Matters' Paul Lee Loft, TSA's South County Navigation Center, AFC Safe Spaces Parking Program, and AFC Faith Community Shelter.

Staff in the HSCO are currently engaged in planning work with the Health Services Agency (HSA) and Human Services Department (HSD) to provide health and social services on a regular schedule at all possible emergency shelter programs. It's anticipated that these services will be in place by the end of November.

Additionally, as part of the Focus Strategies technical assistance engagement, HSCO staff will be working through the end of the calendar year to plan for implementation of housing-focused services to be provided at all emergency shelters. It is anticipated that by providing health, social and housing-focused services to all shelter clients, their overall health and well-being will be improved, their income from all available sources

will be increased, and as many clients as possible will be assisted to exit homelessness into a permanent housing situation.
These strategies will help to reduce the number of persons experiencing homelessness and also increase the efficient use of existing sheltering programs. HSD staff are simultaneously working with Focus Strategies to develop a robust diversion program, which will reduce the number of people seeking homeless services such as emergency shelter by helping them to resolve their homelessness in other ways.
HSCO staff are also engaged in planning work with provider agencies to deploy mobile hygiene services as robustly and broadly as possible, including addressing any gaps in hygiene services at existing emergency sheltering programs.

#85 - Crisis Response
By June 2021, Homeless Services Coordination with the Homeless Action Partnership (HAP) will implement and report annually on State emergency homeless funding to realize investments in homeless crisis response.

Progress Update: Implementation of an additional $1.6 million in State HEAP and CESH funding, thereby ensuring key investments in the homeless crisis response system are realized.

Conclusion
Operations of the North County emergency sheltering program have changed this year due to the additional HEAP and CESH funding that makes it possible to operate year-round emergency shelter at Laurel Street. Additionally, a tent-based program at 1220 River Street is proving highly successful, is operating at full capacity, and due to 24-hour operations providing a place for program clients to be during the day. Combined, the two programs provide shelter for up to 135 people.

Financial Impact
Total contract costs $1,962,245, of which $1,309,177 is State HEAP funding, $355,337 is State CESH funding, and $297,731 is Homeless Action Partnership jurisdictional funding which is already included within the FY 2019-20 HSCO budget. $15,821 payable to the City of Santa Cruz is also HAP funding included iwthin the HSCO budget.

Strategic Plan Element(s)
Approval of the attached contract awarded funding by the CoC meets the County's goals in the following areas:
Attainable Housing: Homelessness - expand services to reduce homelessness and increase housing stability.
Comprehensive Health & Safety: Health Equity - promoting a safe and healthy community that nurtures body and mind across all ages and social conditions.
Comprehensive Health & Safety - Community Support - Provide access to food and basic support through integrated health care and social services.

Submitted by:
Carlos J. Palacios, County Administrative Officer

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a Resolution AUD60 19C4204
b PLACEHOLDER - TSA 20C4204 ICA and Exhibits
c ADM29 Contract No. 20C4204

County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
(831) 454-2100
Subject: 2019 Homeless Action Partnership Application for Federal Funding
Meeting Date: November 5, 2019

Recommended Action

Accept and file report on submission of the 2019 Continuum of Care funding application from the Santa Cruz County Homeless Action Partnership to the U.S. Department of Housing and Urban Development.

Executive Summary

On behalf of the Watsonville/Santa Cruz City and County Continuum of Care, known locally as the Homeless Action Partnership, the County Homeless Services Coordination Office is providing this report on the 2019 Continuum of Care funding application to the U.S. Department of Housing and Urban Development, totaling $3,328,671.

Background

Each year, the Homeless Action Partnership (HAP) is responsible for submitting an application to the U.S. Department of Housing and Urban Development (HUD) for Continuum of Care (CoC) funding administered through the federal McKinney-Vento Homeless Assistance Program. The County of Santa Cruz Homeless Services Coordination Office (HSCO) serves as the HAP's Collaborative Applicant for the CoC funding. The Collaborative Applicant is the eligible applicant designated by the CoC to (1) collect and submit the required CoC Application information for all projects the CoC has selected for funding, and (2) apply for CoC planning funds on behalf of the CoC.

HUD requires local communities to develop a CoC program which delivers a comprehensive and coordinated housing and services delivery system and submit a consolidated application for Homeless Assistance funding with multiple projects tied to a single description of the community's strategy. The HAP contracts for professional services with Tony Gardner Consulting (TGC) to develop a strategy that maximizes local funding to address homelessness and coordinate submittal of the annual CoC funding application. As in previous years, the HAP Governing Board worked closely with TGC to review and rank project proposals and ensure that the HAP's application is as competitive as possible.

Analysis

The HAP Governing Board, which is responsible for reviewing and ranking the local applications, reviewed and ranked a total of 16 projects. The projects, in ranked order, are shown on the attached List of 2019 Continuum of Care Projects. The CoC Planning Grant is not included in the reviewing and ranking process. The total amount of 2019

CoC competitive funding potentially available to Santa Cruz County is $3,238,671, and includes:

- $1,825,352 for eight permanent supportive housing projects, including seven renewal projects and one new project, in the amount of $57,067, by the County Human Services Department.
- $686,246 for three rapid rehousing projects including two renewal projects and one new project, in the amount of $79,531, by Walnut Avenue Family and Women's Center for victims of domestic violence,
- $108,679 for one renewal transitional housing project.
- $147,683 for one renewal joint transitional housing and rapid rehousing project.
- $91,699 for one renewal Homeless Management Information System (HMIS) project.
- $378,787 for two Coordinated Entry projects including one renewal project and one new project, in the amount of $150,425, by Community Bridges to expand coordinated entry access to seniors and families throughout Santa Cruz County.
- $90,225 for one CoC planning grant which supports CoC planning activities.

Conclusion
The Continuum of Care is a critical resource of federal funds for providing financial support to families and individuals facing homelessness in our community. On behalf of the HAP, the Homeless Services Coordination Office presents this summary of the projects included on the 2019 CoC funding application totaling $3,328,671 to Board of Supervisors to ensure broad knowledge of the work and focus of the HAP in addressing homelessness in the community.

Strategic Plan Element(s)
Attainable Housing: Homelessness - Federal funding through the Continuum of Care is a critical resource for reducing the impacts of homelessness.

Submitted by:
Carlos J. Palacios, County Administrative Officer

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a List of 2019 Continuum of Care Projects