AGENDA (Draft)
Wednesday, March 18, 2020
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 (2 min)

III. Announcements (5 min)

IV. Public Comment (5 min)
Members of the public may address the Commission on items not on the agenda for a maximum of five minutes each.

V. Correspondence/Information Only (3 min)

VI. Approval of Minutes (Action) (2 min)

VII. Director’s Introduction/Report (30 min)

VIII. Commissioners’ Introductions (30 min)

IX. Report-out on Commission’s Homelessness Services Work Group (5 min)

X. Veterans Liaison Report (5 min)

XI. County of Santa Cruz Operational Plan Overview (20 min)

XII. Next Meeting and Agenda Items (5 min)
May 20, 2020 – United Way Conference Room, 4450 Capitola Rd #106, Capitola, CA

XIII. Adjournment

A complete agenda packet is available for review at the Human Services Department, 1000 Emeline Avenue, Santa Cruz, CA
County of Santa Cruz

HUMAN SERVICES COMMISSION

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

Draft
Meeting Minutes

DATE: January 15, 2020
TIME: 8:30 a.m. – 10:30 a.m.
PLACE: United Way Conference Room, 4450 Capitola Rd., Suite #106, Capitola, CA 95010

Commissioners Present: Sandra Skees (1st District); Heidi Boynton (1st District); Martina O’Sullivan (2nd District); Monica Martinez (3rd District); Stoney Brook (4th District); and Denise Hitzeman (5th District).

Commissioners Excused: Danny Keith (2nd District); Betsy Clark (3rd District); and Jennifer Anderson-Ochoa (5th District).

Commissioners Unexcused: Tony Gregorio (4th District)

Commission Seats Vacant: None

Staff Present: Emily Balli, Deputy HSD Director; Micki Coca Buss. Senior Analyst; Monica Hernandez, Office Assistant; and Jaimie Murry, Department of Child Support Services Director.

Guests: Anita Aguirre, Salud para la Gente

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

2. Recommend Approval of 2020 Commission Workplan (Action): The Commission voted to approve the workplan. (Brook/Skees)
   AYES: Skees, Boyton, O’Sullivan, Martinez, Brook, Hitzeman.
NOES: None
ABSTAIN: None
ABSENT: Keith, Clark, Gregorio, and Anderson-Ochoa.

3. **Recommend Approval of 2020 Commission Biennial Report (Action):** The Commission voted to approve the report with edits. (Boyton/Hitzman)
   AYES: Skees, Boyton, O’Sullivan, Martinez, Brook, Hitzeman.
   NOES: None
   ABSTAIN: None
   ABSENT: Keith, Clark, Gregorio, and Anderson-Ochoa.

4. **Election of Officers (Action):** The Commission elected Betsy Clark as Commission Chair
   (Boyton/Martinez)
   AYES: Skees, Boyton, O’Sullivan, Martinez, Brook, Hitzeman.
   NOES: None
   ABSTAIN: None
   ABSENT: Keith, Clark, Gregorio, and Anderson-Ochoa.

The meeting was adjourned at 10:25 a.m.
<table>
<thead>
<tr>
<th>BOS Date</th>
<th>Item</th>
<th>Page number in packet</th>
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<tbody>
<tr>
<td>1/14/2020</td>
<td>Item #10 Consider first biannual progress report on the Santa Cruz County Operational Plan for Fiscal Years 2019-21, and direct the County Administrative Office to return in June 2020 with the second biannual progress report, as outlined in the memorandum of the County Administrative Officer</td>
<td>6-10</td>
</tr>
<tr>
<td>1/14/2020</td>
<td>Item #27 Adopt resolution accepting $175,000 in unanticipated revenue from the Homeless Emergency Aid Program trust fund, approve amendment to contract with Housing Matters, increasing the amount by $175,000, for a new total contract amount of $988,000, for operation of a mobile hygiene trailer program, and take related actions, as recommended by the County Administrative Officer</td>
<td>11-13</td>
</tr>
<tr>
<td>1/14/2020</td>
<td>Item #28 Accept and file report on efforts to reduce impacts of relocating the North County emergency shelter shuttle station currently located at Front and Laurel Street in downtown Santa Cruz; approve temporary use of the County Government Center grounds, located at 701 Ocean Street, for provision of a North County emergency shelter shuttle station location and operations; and authorize the County Administrative Officer to negotiate and sign an agreement with the City of Santa Cruz for provision of an emergency shelter shuttle station; as recommended by the County Administrative</td>
<td>14-16</td>
</tr>
<tr>
<td>1/14/2020</td>
<td>Item #50 Approve amendments to agreements with Families In Transition, increasing the two-year amount by $1,389,260, for a new total of $4,116,092, to provide CalWORKs housing support program services; and with Housing Matters to adjust the scope of work with no change to the two-year amount of $1,470,414, adopt resolution to accept unanticipated revenue in the amount of $701,622 from the California Department of Social Services; and take related actions, as recommended by the Director of Human Services</td>
<td>17-19</td>
</tr>
<tr>
<td>1/28/2020</td>
<td>Item #42 Approve the Human Services Department (HSD) 2020 County of Santa Cruz Child Welfare Services County Self-Assessment and authorize HSD to submit the assessment to the California Department of Social Services, as recommended by the Director of Human Services</td>
<td>20-24</td>
</tr>
<tr>
<td>2/11/2020</td>
<td>Item #31 Accept and file the Human Services Commission report for calendar years 2018 and 2019, and take related actions, as recommended by Chairman Caput</td>
<td>25</td>
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<tr>
<td>2/25/2020</td>
<td>Item #45 Accept and file the Collective of Results and Evidence-based (CORE) Investments status report; ratify submission of grant application to the Lucille Packard Foundation in the amount of $100,000 to further grow the CORE Investments movement; adopt resolution accepting unanticipated revenue in the amount of $25,000 from the David and Lucille Packard Foundation; and take related actions, as recommended by the Director of Human Services</td>
<td>26-28</td>
</tr>
<tr>
<td>3/10/2020</td>
<td>Item #12 Conduct a study session on the Focus Strategies’ homeless baseline system assessment; direct staff to return on or before May 19, 2020 with a progress report on a homelessness system improvement strategic action plan, and to return with recommendations in the 2020-21 Supplemental Budget for an administrative structure to support a system-wide homelessness governance body; and take related actions, as outlined in the memorandum of the County Administrative Officer</td>
<td>29-34</td>
</tr>
<tr>
<td>3/10/2020</td>
<td>Item #41 Adopt resolution accepting unanticipated revenue in the amount of $10,000 from marriage license fees to the domestic violence program fund, as recommended by the Director of Human Services</td>
<td>35-36</td>
</tr>
<tr>
<td>3/10/2020</td>
<td>Item #42 Approve amendments to agreements with Watsonville Law Center to expand direct legal services and presentation flexibility for CalWORKs Legal Services, increasing the two-year</td>
<td>37-39</td>
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amount by $13,818, for a new two-year total of $138,180; with Community Action Board of Santa Cruz County Inc. to adjust the scope of performance measurement with no change to the two-year amount of $1,299,932; and with Goodwill Central Coast to adjust the scope of performance measurement with no change to the two-year amount of $1,299,430; and take related actions, as recommended by the Director of Human Services.

3/10/2020 Item #43

Adopt resolution accepting unanticipated revenue in the amount of $104,847 from the California Department of Social Services; approve an amendment to agreement with the County Office of Education, increasing the amount by $104,847 in FY 2019-20, for a new two-year total maximum of $340,875, to provide Emergency Child Care Bridge Program services; and take related actions, as recommended by the Director of Human Services.

COMMISSION COMMITTEE AGENDAS AND MINUTES

- IHSS Advisory Commission [http://www.santacruzhumanservices.org/AdultLongTermCare/InHomeSupportiveServices/AdvisoryCommission.aspx](http://www.santacruzhumanservices.org/AdultLongTermCare/InHomeSupportiveServices/AdvisoryCommission.aspx)
- Santa Cruz County Women’s Commission [http://www.sccwc.org/Home/Meetings.aspx](http://www.sccwc.org/Home/Meetings.aspx)
- Santa Cruz County Seniors Commission [http://www.sccseniors.org/Home/Meetings.aspx](http://www.sccseniors.org/Home/Meetings.aspx)
- Santa Cruz County Commission on Disabilities [http://scccod.net/](http://scccod.net/)
- Santa Cruz County Latino Affairs Commission [http://scclatinoaffairs.org](http://scclatinoaffairs.org)

OTHER MATERIALS

- [Chair Thank You Letter: Item #31 from February 11, 2020 Board of Supervisors Agenda](#)
County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
(831) 454-2100
Subject: Progress Report on 2019-21 Operational Plan
Meeting Date: January 14, 2020

Recommended Action(s):
1) Accept and file first biannual progress report on the Santa Cruz County Operational Plan for Fiscal Years 2019-21; and

2) Direct the County Administrative Office to return in June 2020 with the second biannual progress report.

Executive Summary
On June 26, 2018, the Board of Supervisors approved a six-year strategic plan defining what the County stands for and what we want to achieve. The Board subsequently approved the first of three two-year operational plans on June 25, 2019. For the 2019-21 Operational Plan, 15 (8%) of the 178 objectives are complete, 16 (9%) objectives have been amended, 147 (83%) are in progress and on time, and two objectives have been added from work that has been completed.

Background
The Santa Cruz County Strategic Plan for 2018-2024 was approved by the Board in June 2018. The plan was the result of a year-long effort led by the CAO and the Strategic Plan Steering Committee (SPSC). The SPSC engaged with thousands of County residents and staff to develop a vision, mission, values, focus areas and goals. Each of the strategic plan’s six focus areas contains four goals, for a total of 24, which are presented online at www.SCCVision.us.

As outlined in the strategic plan, the County also developed a two-year operational plan that was approved by the Board in June 2019. To create the plan, the CAO convened an Operational Plan Steering Committee (OPSC) and six subcommittees made up of County leaders and subject-matter experts. In addition, the County conducted extensive community outreach, convening six focus groups of key informants, holding six open houses in the community, and presenting to over 20 local boards and commissions. The result is a plan reflective of community priorities, imbued with County values, and dedicated to achieving equitable, sustainable outcomes for all Santa Cruz County residents.

The operational plan adds countywide strategies, department objectives and key steps for achieving the 24 strategic plan goals. These elements are defined as follows:
• **Countywide Strategies** – Approaches for achieving strategic plan goals.

• **Department Objectives** – Specific, Measurable, Attainable, Relevant and Time-bound (SMART) actions that work towards strategic plan goals and countywide strategies.

• **Key Steps** – Critical activities or steps necessary to achieve each department objective.

The 2019-21 Operational Plan includes 178 objectives across 22 departments, many of which impact several areas of our strategic plan. The operational plan is a living document, and County successes and challenges will be transparent. Through the website [www.SCCVision.us](http://www.SCCVision.us), the County will track progress on each objective, as well as local, State and national indicators that demonstrate progress towards achieving the County’s goals, mission and vision. The website will be refreshed biannually in December and June.

**Analysis**

All 178 operational plan objectives have been updated on the County website. The following analysis provides a brief summary of the County’s performance to date:

- 178 Total Objectives
  - 15 (8%) Completed
  - 16 (9%) Amended
  - 147 (83%) In progress and on time

- December 2019 Deadline
  - 17 Objectives scheduled for completion
    - 13 (76%) Completed
    - 4 (24%) Amended
  - 2 Objectives completed ahead of schedule

**Completed Objective Highlights**

- **Objective 1**: Digital records and certificates from 1950-1980 are now available to the general public, making it more convenient to access official documents. (Assessor-Recorder)

- **Objective 26**: Same Day Voter Registration Centers were increased by 300%, making voting easier and more secure. (County Clerk)

- **Objectives 31 & 33**: An annual broker event was held to encourage development projects, and two cottage food operator meetings were held to encourage growth in that sector. (Economic Development)

- **Objective 67**: A Groundwater Sustainability Plan for the Mid-County Groundwater Basin was completed, working towards sustainable water use by 2040. (Health Services)
Objective 109: A University of California (UC) Specialist in Organic Agriculture was hired and based at the UC Santa Cruz campus. (Agricultural Commissioner)

Objective 126: An inter-department Permit Center Team (PCT) was created to improve efficiency and problem solving for County permits. (Planning)

Objective 152: An event on Human Trafficking was held, raising awareness among law enforcement and community partners to prevent and identify human trafficking crimes. (District Attorney)

Objective 172: A Public Safety Center was opened in Aptos Village, increasing the availability of services to mid-county residents. (Sheriff-Coroner, District Attorney, Probation)

Amended Objectives

Objective 2: E-recording services delayed from December 2019 to June 2021 due to revised State regulations that took effect October 7, 2019. (Assessor-Recorder)

Objective 43: Facility maintenance management system delayed from December 2019 to June 2020 due to minor software procurement delays. (General Services)

Objective 55: Gender neutral policy and procedure updates delayed from June 2020 to June 2021 due to staff turnover in the Equal Employment Opportunity office. (Personnel)

Objective 68: Environmental health will no longer target a 25% reduction in restaurant and facility violations, and instead focus on prioritization of inspections based on food safety preparation risk. The amended objective focuses on reliability of inspections as a means to protecting the public. (Health Services)

Objective 77: A project to capture and recharge stormwater is delayed from June 2020 to December 2021 because required State grant funding was delayed to summer 2020.

Objectives 120, 122, 128: The sustainability update to the County’s General Plan will be complete by December 2021. This amended completion date impacts the sustainability update objective itself (Objective 120), as well as the related update to the Circulation Element (Objective 122) and public education and training on the proposed changes (Objective 128). (Planning)

Objective 134: Traffic improvements at Soquel Drive and 41st Avenue have been delayed from June 2021 to December 2021 due to commercial development delays. (Public Works)

Objective 145: Sewer upgrades within the Rodeo Gulch Basin have been
delayed from June 2021 to December 2022 due to revised State grant timelines.

- **Objective 148**: The organic waste diversion program has been delayed from June 2021 to December 2021 due to delays siting and developing a County compost facility. (Public Works)

- **Objective 150**: Preliminary design for three Rail Trail segments is delayed from June 2021 to June 2022 due to Regional Transportation Commission funding timelines. (Public Works)

- **Objective 151**: A signal priority project along Soquel Avenue/Drive is delayed from June 2021 to June 2022 due to a delay in site selection by Santa Cruz METRO. (Public Works)

- **Objective 153**: Utilization of the Multi-Disciplinary Interview Center (MDIC) was lower than expected and relies on local law enforcement agencies for referrals. Greater outreach and education on the benefits of the MDIC are underway. (District Attorney)

- **Objective 154**: Discovery software procurement is delayed from June 2020 to December 2020 due to minor procurement delays. (District Attorney)

- **Objective 156**: The implementation of a new gang prevention and outreach program is delayed from December 2019 to December 2020 due to a new planning process within the Criminal Justice Council. (District Attorney)

**New Linked Objectives**

Two objectives completed in December 2019 resulted in the creation of new, linked objectives to continue and deepen the work of departments through the end of the current operational planning period.

- **Objective 179**: Personnel completed **Objective 54**, a PRIMO! project to establish targets and identify and address inefficiencies in job recruitments. The new linked objective is:
  - By June 2020, Personnel will reduce the time it takes to establish an eligibility list to hire an employee by 20% from the 2019 average of 68 days.

- **Objective 180**: Health Services completed **Objective 176**, Syringe Services Program (SSP) analysis and changes, including the creation of an SSP Advisory Commission, access to treatment, and reducing litter and communicable disease. The new linked objective is:
  - By June 2021, Health Services will create baseline measures and establish target increases for SSP participants that are referred to clinical services, including Substance Use Disorder (SUD) treatment.

The County Administrative Office (CAO) continues to work closely with departments on reporting and measurement. All departments reported promptly and transparently for
the December 2019 update, and we thank them for their continued support and enthusiasm for this initiative.

The next update of the operational plan is due in June 2020. During budget hearings, departments will devote a significant portion of their time before the Board reporting on the progress they have had and challenges they have faced in meeting their objectives. The CAO will also propose a plan for the 2021-23 Operational Plan that will include greater integration with the budget and additional opportunities for Board direction.

**Strategic Plan Element:**
6.D (Operational Excellence: Continuous Improvement) - The two-year operational plan is the next step in strategic plan implementation, and represents the blueprint for how the County will achieve its vision for a healthy, safe and more affordable community.

Submitted by:
Carlos J. Palacios, County Administrative Officer

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
- Vision Santa Cruz County (www.SCCVision.us)
County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
(831) 454-2100
Subject: Approval of Amendment to Agreement with Housing Matters
Meeting Date: January 14, 2020

Recommended Action(s):

1) Adopt resolution accepting and appropriating $175,000 in unanticipated revenue from the Homeless Emergency Aid Program (HEAP) trust fund into the Homeless Services Coordination Budget, as detailed in the attached resolution; and

2) Approve a contract amendment with Housing Matters, increasing the amount by $175,000, for a new not to exceed amount of $988,000, for operation of the mobile hygiene trailer program and authorize the County Administrative Officer or designee to execute the contract amendment on behalf of the County.

Executive Summary
In coordination with the Homeless Action Partnership (HAP), the County utilizes Homeless Emergency Aid Program (HEAP) funds to contract with Housing Matters for provision of shelter and hygiene services. In August 2019, the Hygiene Bay was unexpectedly closed to remediate water damage. To sustain services during the remediation project, Housing Matters leased two portable hygiene trailers in October 2019. Leasing trailers has increased operating costs, requiring a second amendment to the agreement if services are to be maintained. The recommended amendment to the agreement increases the contract amount by $175,000, to a new not to exceed amount of $988,000 to fund services through May 2020 and modifies program outcomes to adapt the agreement to reflect operations through May. To fund this agreement, it is necessary to adopt a resolution accepting $175,000 in unanticipated revenue from the HEAP trust fund and appropriating it into the Homeless Services Coordination budget.

Background
As part of programmatic efforts to address the homelessness crisis in Santa Cruz County through deployment of the State of California’s HEAP and California Emergency Solutions and Housing (CESH) Program emergency block grants, contracts were awarded and approved with several local providers of homeless services following a competitive request for proposals (RFP) process conducted through the HAP. Among these, Housing Matters was awarded a contract in the amount of $251,640 for operations of the Paul Lee Loft (Loft) and Hygiene Bay in Santa Cruz.

The Loft is a low-barrier emergency shelter in Santa Cruz, CA with 40 beds for
individuals over the age of 18 who are experiencing homelessness and are unsheltered. The 40 beds are divided into a men's dorm, women's dorm, and a non-gendered space including four beds that are accessible to people with limited mobility. Loft participants have access to bathrooms and showers. Participants receive breakfast and dinner daily and are connected to services. All participants in the program are enrolled in Smart Path Coordinated Entry.

The Hygiene Bay provides bathrooms and showers for people who are unsheltered, in addition to participants in the Loft program. The Hygiene Bay includes six showers and five toilets, which are Americans with Disabilities Act (ADA) compliant. While on campus, people are connected to other services such as CalFRESH, mail service, and the Homeless Persons Health Project (HPHP) and are encouraged to enroll in Smart Path Coordinated Entry.

Following HAP Governing Board approval, on June 25, 2019, the Board approved an amendment to the agreement with Housing Matters, extending the term, modifying the program outcomes to reflect a full year of service provision, and increasing the budget by $561,360 to a new total of $813,000. Unexpectedly, in August 2019, the Hygiene Bay was closed to remediate water damage. To sustain these day services and provide for the needs of Paul Lee Loft residents during the remediation project, Housing Matters leased two portable hygiene trailers.

Analysis
As a result of the need to lease portable hygiene trailers, the operating expenses to maintain shower and toilet services have increased, requiring a second amendment to the agreement if services are to be maintained. Additional expenses include the need for additional contract staff for outdoor monitoring, trailer lease costs, and dump fees. The recommended second amendment to the agreement, under consideration by the Board today, increases the contract amount by $175,000, to a new not to exceed amount of $988,000, and modifies the scope of work and program outcomes to reflect a change in program operation costs through May 2020. Additionally, Housing Matters has already implemented expanded shower operational hours from 5 to 8 hours per day and made 24-hour toilet access available. County staff is working actively with City of Santa Cruz and Housing Matters to evaluate options and costs to repair the hygiene bay so it can return to normal operations.

The HEAP trust fund, established on behalf of the Watsonville and Santa Cruz Cities and County Continuum of Care, has sufficient funds to cover these unanticipated increased costs through May 2020. Homeless Services Coordination staff, with approval of the HAP Governing Board, recommends utilizing $175,000 of remaining funds to fund the attached agreement amendment with Housing Matters. To utilize these funds, the Board must approve the attached resolution to accept and appropriate the funds into the fiscal year (FY) 2019-20 County budget. Approval of this amendment will not result in an increase to General Fund contribution.

Financial Impact
The HAP Governing Board, has approved utilizing $175,000 of HEAP trust funds to fund the agreement amendment with Housing Matters for provision of mobile hygiene trailer.
leasing and operations. The attached resolution to accept and appropriate $175,000 from the HEAP trust fund into the fiscal year (FY) 2019-20 County budget. Approval of this amendment and resolution will not result in an increase to General Fund contribution.

General Ledger Key/Object      Job Ledger Key       Contract Number  Vendor
185000/62381                  O18HEAP               19C4371           Housing Matters

Strategic Plan Element(s)
(Attainable Housing: Homelessness) - Approval of the attached contract amendment will 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  Resolution - AUD60
b  Contract Amendment 19C4371 A02 Housing Matters
c  ADM-29 19C4371 A02
Recommended Action(s):

1) Accept and file the update on efforts to reduce impacts of relocating the North County emergency shelter shuttle stop currently located at Front and Laurel Street in downtown Santa Cruz;

2) Approve the temporary use of the County General Government building, located at 701 Ocean Street within the City of Santa Cruz, to provide a location for the North County emergency shelter shuttle stop and associated operations for a period of 4-6 months and return to the Board of Supervisors for approval should any extension be recommended; and

3) Authorize the County Administrative Officer to negotiate and sign an agreement with the City of Santa Cruz for provision of an emergency shelter shuttle stop to include:
   
   a. Security and staffing operational model that mitigates potential impacts on County operations and employees;
   
   c. Cost sharing allocation and funding commitment; and
   
   d. Confirmation that City of Santa Cruz Police Department will be first responder to emergency calls at the shelter shuttle stop while it is located at the County Government Center.

Executive Summary
This memo provides an update on efforts to identify alternative site locations for the North County emergency shelter shuttle stop currently located at the Front and Laurel parking lot in downtown Santa Cruz and the associated recommendation to utilize the grounds at the County Government Center building as a preferred alternative to utilizing the County parking lot located at 259 Water Street (the Main Jail Parking lot) for use as a temporary shuttle and intake stop, which would be subject to negotiating and executing an agreement with the City of Santa Cruz on replacement parking, security and staffing, cost sharing and funding, and emergency response responsibilities.

Background
On November 5, 2019, the Board approved a contract with The Salvation Army (TSA), a California public benefit corporation, for provision of North County emergency shelter services. On December 10, 2019, staff returned with a written plan to partner with the City of Santa Cruz (City) and providers to reduce impacts by relocating the North County emergency shelter shuttle site at Laurel and Front Street.
In the December 10, 2019 report, staff recommended utilizing the County parking lot located at 259 Water Street (the Main Jail Parking lot) for use as a temporary shuttle and intake stop, which would be subject to negotiating an agreement with the City on replacement parking, security and staffing, cost sharing and funding, and emergency response responsibilities. The Board approved this recommendation but provided additional direction to meet with County collective bargaining units to ensure that parking permits are available at a closer location and at a larger number, that a security plan is in place, that loitering during non-pickup and drop-off times are addressed, and that staff meet with the Blaine Street community to mitigate neighborhood concerns.

Analysis
In the December 10, 2019 report, utilizing the County Government Center grounds was ruled out due to a scheduled parking lot expansion project between 701 Ocean and San Lorenzo Park, scheduled to begin in early February 2020. In consideration of public comment made at the December 10th meeting, staff revisited this alternative to consider possibilities for making the location viable. Staff determined that by changing plans for the parking lot expansion equipment staging area, adequate space can be made available on the lawn area adjacent to the building, facing the river. Utilization of this space would address concerns raised about the Main Jail lot as follows:

- Staff parking spaces will not be lost as a result of the temporary shuttle stop.
- The site will not be adjacent to the County Jail, addressing Sheriff’s Office security concerns.
- Building security is on site and available to respond to any non-emergency.

County, City, and TSA staff jointly developed an operational plan for the temporary shuttle intake station that is summarized as an attachment to this report. The operational plan includes limited hours of operation with drop-offs occurring from 6 to 7am in the morning and pickups between 5 to 6pm in the evening, guest user agreements and expectations, qualified drivers, on-site staffing, and training on de-escalation techniques for staff and security. Program hours are anticipated to be from 6-7:30 AM and 4 to 6 PM to allow for shelter clients to participate in an onsite storage program and have sufficient time to get to the shuttle intake station in the afternoons in advance of the shuttle trips.

At this time, CAO staff recommends proceeding with temporary siting at the County Government Center grounds, subject to negotiating an agreement with the City, including the key provisions discussed below. The City has expressed support for the use of this location for a period of no more than six months, after which the intake/shuttle stop shall rotate back to a City-hosted location. The City supports adding basic infrastructure to the shuttle stop, including a portable trailer for waiting out of the elements, pop-up canopies for rain protection, portable toilets, and a shipping container for storage. These measures would address community and shelter guest concerns about the lack of a shuttle station with protection from the weather and adequate storage for guests' belongings. As proposed, additional costs resulting from any increased shuttle station operations such as on-site staffing and security and additional infrastructure costs such as storage, fencing, lighting, sanitation and coverage from weather will be shared equally by the City and County. This infrastructure and staffing for a more robust shuttle station, as proposed, is not currently included in the TSA North County emergency shelter contract budget or scope of work.
Representatives of the County employee groups have met with or been in communication with the Personnel and CAO Departments and all have expressed a preference for this alternate location. Employee groups have offered suggestions that will mitigate concerns and inform development of the operational model. Personnel and the employee groups have agreed to check in 30 days after the site begins operations. Existing security measures for employee and public safety will be reviewed and adapted as needed to accommodate the shuttle stop operating schedule.

Staff recommends that the Board authorize the County Administrative Officer to negotiate an agreement with the City that sets forth the operational framework for the shuttle station and includes the following key provisions:

- Provision of a portion of the County-owned location at the County Government Center for no more than 4-6 months with subsequent shuttle station to rotate to City-owned property.
- Implementation of an operational model that mitigates potential impacts on County operations and employees.
- Mutually agreeable cost sharing allocation and funding commitment.
- Confirmation that City of Santa Cruz Police Department will be first responder to emergency calls at the shuttle station while located at this location.

It is anticipated that the new shuttle station can be made operational by late January 2020, subject to execution of an agreement with the City and TSA capacity to operationalize the new location into existing shelter shuttle system operations. An amendment to the North County emergency shelter services agreement with TSA will be brought back to the Board for ratification as needed after an agreement with the City is executed.

**Financial Impact**

County staff will work with the City of Santa Cruz and TSA to identify costs associated with shuttle station operations, develop an operating budget, and provide for an equal share of costs.

**Submitted by:**
Carlos J. Palacios, County Administrative Officer

**Recommended by:**
Carlos J. Palacios, County Administrative Officer

**Attachments:**
- Salvation Army Shuttle Stop Intake Operations Summary
Recommended Action(s):
1. Approve an amendment to the agreement with Families In Transition, increasing the total two-year amount by $1,389,260, to a new total two-year amount of $4,116,092, with new annual totals in the amount of $2,058,046 in fiscal year (FY) 2019-20, and $2,058,046 in FY 2020-21, for CalWORKs Housing Assistance and Move in Program (CHAMP) services, and authorize the Human Services Director to execute the amendment;

2. Approve an amendment to an agreement with Housing Matters to increase performance objectives in the scope of work, with no change to the total two-year amount of $1,470,414, for CHAMP services, and authorize the Human Services Director to execute the amendment; and

3. Adopt the attached resolution accepting unanticipated revenue in the amount of $701,622 from the California Department of Social Services into the FY 2019-20 Human Services Department budget, as detailed in the attached resolution.

Executive Summary
To further support housing assistance for eligible California Work Opportunity and Responsibility to Kids (CalWORKs) families experiencing homelessness, the Human Services Department (HSD) recommends the Board approve amendments to two CalWORKs Housing Assistance and Move-in Program (CHAMP) contracts with nonprofit partners Families In Transition (FIT) and Housing Matters (HM, formerly known as Homeless Services Center). The amendments will allow additional CalWORKs families experiencing homelessness to receive housing assistance and will provide additional, ongoing support to current program participants.

Background
HSD is dedicated to ensuring effective services to families experiencing homelessness in Santa Cruz County, consistent with the County’s goal to provide stable housing for its residents. To this end, HSD administers contracts with local service providers for the provision of housing services for persons experiencing or at-risk of homelessness.

One of the housing services programs administered by HSD is CHAMP, a collaborative program funded by the California Department of Social Services (CDSS) Housing
Support Program (HSP). HSD contracts with nonprofit partner FIT to provide financial assistance in the form of temporary housing subsidies, housing navigation and support services to CalWORKs families experiencing homelessness. HSD also contracts with nonprofit partner HM to provide housing navigation and support services to CalWORKs families experiencing homelessness.

In June 2019, the Board approved renewal of the FIT CHAMP contract as a two-year agreement through the County’s Continuing Agreements List process. The contract renewed for a total two-year amount of $2,726,832, with annual totals of $1,363,416 in Fiscal Year (FY) 2019-20, and $1,363,416 in FY 2020-21. In October 2019, CDSS notified HSD that it was being awarded additional CalWORKs HSP funds. HSD seeks the Board’s approval to accept these unanticipated funds and to amend the current FIT CHAMP contract to add an additional $694,630 annually in financial assistance funds. This amendment will allow an increase in the number of new participants receiving temporary housing subsidies, as well as enhance the temporary housing subsidy supports for existing CHAMP participants.

Financial assistance provided to CHAMP enrolled families is a component exclusive to FIT’s CHAMP contract and is used to assist all approved CalWORKs families experiencing homelessness. This includes those receiving housing navigation and support services through the HM CHAMP contract. As a result of the FIT amendment to increase CHAMP financial assistance, HSD also seeks the Board’s approval to amend the current HM CHAMP contract scope of work to increase the number of unhoused participants who will receive housing navigation, placement and support services assistance.

Analysis
As noted, HSD seeks the Board’s approval to amend the current FIT contract for CHAMP services, to add an additional $694,630 annually in temporary housing subsidies for CHAMP participants. Approving this amendment will increase the total two-year amount by $1,389,260, to a new total two-year amount $4,116,092, with new annual totals in the amount of $2,058,046 in FY 2019-20, and $2,058,046 in FY 2020-21. The increased funding will be used to provide temporary housing subsidies to assist 75 CalWORKs families experiencing homelessness, to attain and maintain housing during FY 2019-20. This includes 15 additional families who would not have been served without the increased funding. The increased funding will also provide for an increase in housing supports to 50 existing CHAMP participants already housed through the program during FY 2019-20. The additional families housed and the increase in housing supports to existing participants will be provided through both FIT and HM CHAMP contract services.

It is anticipated that HSD will receive a similar increase in its HSP allocation in FY 2020-21. The number of families served during FY 2020-21 is anticipated to match the increased levels in FY 2019-20. Both contracts will continue to be measured by the number of families who obtain permanent housing and achieve housing stability.

In addition, HSD recommends the Board’s adoption of a resolution accepting and appropriating unanticipated revenue in the amount of $701,622 into HSD’s FY 2019-20 budget. This is the result of the additional award of State HSP funds and will be utilized
to fund the contract amendment that is the subject of this memo.

Financial Impact
The California Department of Social Services (CDSS) CalWORKs Housing Support Program augmented allocation will fund the services outlined in the attached contract amendments. Approval of the amendments does not result in an additional General Fund contribution.

- Housing Matters No. 20W3973 - Index/GL Key: 392100-75291
- Families In Transition No. 20W3972 - Index/GL Key: 392100-75291

Strategic Plan Element(s)
2.D (Attainable Housing: Homelessness) - HSD contracts with HM and FIT to assist CalWORKs participants experiencing homelessness in attaining and maintaining permanent housing. Amending the contracted services increases HSD’s ability to reduce homelessness and increase housing stability.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
- Contract 20W3972 Families In Transition
- ADM-29 20W3972 FIT Amendment
- Contract 20W3973 Housing Matters
- ADM-29 20W3973 Housing Matters Amendment
- Resolution AUD60 unanticipated revenue
County of Santa Cruz Board of Supervisors
Agenda Item Submittal

From: Human Services Department: Family and Children’s Services Division
(831) 454-4130

Subject: Approve Submission of Child Welfare Services County Self-Assessment

Meeting Date: January 28, 2020

Recommended Actions
Approve the 2020 County of Santa Cruz Child Welfare Services County Self-Assessment and authorize the Human Services Department to submit the assessment to the California Department of Social Services.

Executive Summary
The Family and Children’s Services (FCS) Division of the Human Services Department (HSD), together with Juvenile Probation, is required by state law to complete a child welfare services County Self-Assessment (CSA) and a System Improvement Plan (SIP) every five years. HSD seeks the Board’s authorization to submit the 2020 Santa Cruz County Child Welfare/Juvenile Probation Self-Assessment to the California Department of Social Services (CDSS).

Background
In 2001, Assembly Bill (AB) 636, also known as the Child Welfare System Improvement and Accountability Act, established California Child and Family Services Reviews (C-CFSR). In order to meet federal requirements, the state requires each county to produce two documents every five years: A County Self-Assessment (CSA) and a System Improvement Plan (SIP). Santa Cruz County’s first self-assessment and SIP were completed in 2004 and the last one was completed in 2015. Each time a highly robust process was completed with stakeholder and community engagement to inform the CSA and SIP. The SIP Steering Committee, which has been active since 2007, provides oversight for this effort. Currently chaired by Supervisor Bruce McPherson, the Steering Committee has twenty-plus members with invaluable expertise in child welfare and Juvenile Probation and has guided the process and provided feedback each step of the way.

Since February 2019, a smaller, internal C-CFSR planning committee composed of HSD and Juvenile Probation staff, Hay Consulting (under contract to HSD) and CDSS liaisons have met for planning and logistics. Both the C-CFSR planning and SIP Steering Committees reviewed quantitative and qualitative data in order to assess and understand the current state of child welfare and Juvenile Probation services in Santa Cruz County. A primary focus of the self-assessment was the analysis and review of permanency outcomes for children and youth served by both HSD and Juvenile
Probation. HSD decided to focus on C-CFSR measure P1 - permanency in 12 months for children entering care. Similarly, Juvenile Probation focused on measure P2 - permanency in 12 months for children in foster care 12-23 months. This process included a robust community engagement component as twenty focus groups were conducted with the following key stakeholder groups: caregivers (approved resource families including relatives), public service providers, nonprofit service providers, child welfare and Juvenile Probation staff and supervisors, dependency and delinquency court partners, child welfare and probation youth, parents involved in the child welfare and juvenile probation systems, education professionals and liaisons from the foster education program, and providers of early childhood education and child care services.

An additional required component of the CSA process is the peer review, in which child welfare and probation staff from other counties interview County of Santa Cruz social workers and probation officers about individual cases in order to assess and provide input regarding casework practice in Santa Cruz County. Our peer review was conducted in August 2019, with peers from seven different counties interviewing County of Santa Cruz staff and providing feedback on our local system.

Data gathered from the outcomes analysis, stakeholder input, and peer review, as well as other information on current processes and procedures in child welfare and Juvenile Probation can be found in the report, 2020 Santa Cruz County Child Welfare/Juvenile Probation Self-Assessment. Key findings of the assessment are summarized below.

**Analysis**

CDSS requires HSD and Juvenile Probation to select one outcome measure to address within the System Improvement Plan and the selected measure was chosen for the greatest potential impact.

Small changes in the “child/youth in care” population cause large fluctuations in the outcome due to the overall small numbers in both the child welfare and Juvenile Probation populations. The outcome measure for S1: maltreatment in foster care, can be attributed to this population-based variance.

Santa Cruz County meets or exceeds national standards on all other outcome indicators except P1: permanency in 12 months for children in foster care less than 12 months, which is the focus of the 2020 CSA for HSD.

**Child Welfare Performance on Key Outcome Measures**
Juvenile Probation Performance on Key Outcome Measures

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>National Standard</th>
<th>Santa Cruz</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1: Maltreatment in Foster Care</td>
<td>≤8.50 (victimizations per 100,000 days in care)</td>
<td>8.7</td>
<td>7.53</td>
</tr>
<tr>
<td>S2: Recurrence of Maltreatment</td>
<td>≤9.1%</td>
<td>8.8%</td>
<td>9.1%</td>
</tr>
<tr>
<td>P1: Permanency in 12 Months</td>
<td>≥40.5%</td>
<td>31.9%</td>
<td>34.4%</td>
</tr>
<tr>
<td>(Children in foster care less than 12 months)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P2: Permanency in 12 Months</td>
<td>≥43.6%</td>
<td>48.6%</td>
<td>44.8%</td>
</tr>
<tr>
<td>(Children in foster care 12 to 23 Months)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P3: Permanency in 12 Months</td>
<td>≥30.3%</td>
<td>40.5%</td>
<td>31.8%</td>
</tr>
<tr>
<td>(Children in foster care 24 Months or More)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>P4: Re-Entry to Foster Care</td>
<td>≤8.3%</td>
<td>7.7%</td>
<td>10.3%</td>
</tr>
<tr>
<td>P5: Placement Stability</td>
<td>≤4.12 (moves per 1,000 foster care days)</td>
<td>3.5</td>
<td>3.82</td>
</tr>
</tbody>
</table>

Santa Cruz County meets or exceeds national standards on all outcome indicators except P1 and P2. The focus for Juvenile Probation is P2 as part of the 2020 CSA.

The following input was received from stakeholder focus groups and the peer review:
County Strengths:
- Committed, compassionate, caring workforce
- Strong coordinated effort among HSD and community partners to preserve families and prevent removals through early intervention and safety planning
- HSD and Juvenile Probation have cultivated good relationships with community-based services and child and family serving partners
- A wide array of bilingual (English/Spanish) services, placements, and social workers support cultural responsiveness
- Concerted efforts in placing children and youth with relatives or non-relative extended family members to decrease the impact of trauma from removal and to help keep the children connected to their extended family and culture
- Increased family engagement, teaming, youth & family centered case planning, inquiry and accountability
- Increased child, youth, and family voice in decision-making

Areas Needing Improvement
- Creating organizational stabilization
- Continuing to identify and address racial/ethnic disparities
- Limited local placements
- Need for services for families with complex histories and traumas
- Full implementation and support of “Child and Family Team” practice
- Engagement of family and youth in case planning decisions
- Improved service delivery coordination
- Increased communication and concrete supports and training for families

Service Array Gaps and Needs
- Access to services on evenings and weekends
- Increased use of “wraparound” approach
- Enhanced care coordination
- Expanded crisis response
- Primary and secondary prevention of child maltreatment
- Need for services locally (Juvenile Probation involved youth)
- Mentors for Juvenile Probation youth
- Respite homes
- Therapeutic Foster Homes for both HSD and Juvenile Probation children and youth

Development of the 2020 SIP
HSD and Juvenile Probation have shared CSA findings with stakeholders to engage them in identifying strategies for the 2020 System Improvement Plan that will be finalized this spring. The County plans to leverage existing efforts as part of this planning process and include strategies that will help identify and articulate the path forward. This includes further community engagement and feedback, coupled with continued implementation of current state legislation such as the Continuum of Care Reform (CCR) and pending federal legislation such as the Family First Prevention Services Act (FFPSA) to form a cohesive approach to outcome improvements.
**Strategic Plan Element(s)**
1.D (Comprehensive Health & Safety: Behavioral Health) - The CSA assists HSD with understanding the community impact of child abuse and neglect and with identifying strategies for its prevention, intervention and education.
2.D (Attainable Housing: Homelessness) - The CSA process provided data and input about the impact of homelessness for system involved children, youth, and families and incorporated the goal of addressing it in the SIP.

**Submitted by:**
Ellen M. Timberlake, Director

**Recommended by:**
Carlos J. Palacios, County Administrative Officer

**Attachments:**
- 2020-2025 Santa Cruz County Self-Assessment
- 2020-2025 Santa Cruz County Self-Assessment - Oversize Cover page
County of Santa Cruz Board of Supervisors
Agenda Item Submittal

From: Board of Supervisors: Administration
(831) 454-2200

Subject: Biennial Report of the Human Services Commission
Meeting Date: February 11, 2020

Recommended Action(s):

1) Accept and file the report prepared by Human Services Commission highlighting their activities during calendar years 2018 and 2019; and

2) Direct the chairman to thank the members of the Human Services Commission for their work on behalf of County government.

Executive Summary
Accept and file the report prepared by the Human Services Commission highlighting their activities during calendar years 2018 and 2019.

Background
The purpose of this report is to highlight the activities, accomplishments and future goals of the board during calendar years 2018 and 2019.

Submitted by:
Greg Caput, Chair, Board of Supervisors

Attachments:

a  Human Services Commission 2018-2019 Biennial Report
County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Community Programs
(831) 454-4130
Subject: Collective of Results and Evidence-based (CORE) Investments Report
Meeting Date: February 25, 2020

Recommended Action(s):

1. Accept and file the Collective of Results and Evidence-based (CORE) Investments: a status report on phase four of CORE Investments;
2. Ratify submission of grant application to the David and Lucille Packard Foundation in the amount of $100,000 to further develop CORE Investments and authorize the Director of the Human Services Department to take related actions; and
3. Adopt the resolution accepting and appropriating unanticipated revenue in the amount of $25,000 from the David and Lucille Packard Foundation into the fiscal year 2019-20 Human Services Department budget, as detailed in the attached resolution.

Executive Summary
The attached Collective of Results and Evidence-based (CORE) progress report provides information on the work to date of phase four of CORE Investments, which took place between July 2019 and will continue through June 2021.

The Human Services Department (HSD) recently applied for and was awarded a $100,000 grant from the David and Lucille Packard Foundation to be used over fiscal year (FY) 2019-20 and 2020-21 to support Phase Four of CORE Investments.

Background
CORE Investments is both a funding model and a movement designed to improve the well-being of county residents. Phase one of CORE Investments launched in 2015, transitioned county funding to non-profits from the historic Community Programs model to a results-based model. Phase two was completed in December 2018 and included enhancing CORE Investments by engaging the steering committee to create a collective impact vision, mission statement, and values; and develop the CORE conditions for health and well-being. Phase three focused on operationalizing the CORE Investment plan. In December 2019, HSD applied for and was awarded a $100,000 grant from the David and Lucile Packard Foundation to be used over fiscal year (FY) 2019-20 and 2020-21 to support Phase Four of CORE Investments. Due to a short application period, HSD was unable to bring the grant to the Board for prior approval, but the full grant proposal and budget are attached to this report for the Board for ratification.

Analysis
Phase four is designed to build on prior milestones to refine and improve the CORE Results menu, cultivate backbone support, design and launch the CORE Institute for
Innovation and Impact and to assist funders with applying the CORE frameworks and tools to their funding process. HSD’s contracted consultant Optimal Solutions will continue to provide facilitation and guidance on phase four of CORE Investments. The Packard Foundation grant will support phase four of CORE Investments through a two-year $100,000 grant award.

The Packard grant funds the following activities:
1. Increased stakeholder engagement through at least one “CORE Conversation”. These community meetings aim to increase awareness and understanding of CORE Investments by community members, funders and providers;
2. Launch the “CORE Institute for Innovation and Impact”, envisioned as a public-private partnership to serve as a learning lab for sharing the CORE framework and tools, as well as testing, evaluating and scaling outcomes-driven approaches; and
3. “Operationalize Equity” as part of the CORE infrastructure. This will include training on racial equity and support on follow up activities to include equity within the CORE framework.

In addition, HSD recommends the Board’s adoption of a resolution accepting and appropriating unanticipated revenue in the amount of $25,000 of the $100,000 into HSD’s FY 2019-20 budget. The $75,000 remainder will be included in the FY 2020-21 Human Services Department budget request.

Financial Impact
The Packard Foundation grant funds the services outlined in the attached resolution (Budget Index 392400-62381). Approval of the resolution does not result in an additional General Fund contribution.

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

Submitted by:
Randy Morris, Human Services Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:

a Resolution AUD60 - Packard Foundation
b CORE Investments: a status report on phase four of CORE Investments
c CORE Packard 2-Year Project Proposal
d CORE Packard 2-Year Project Budget
cc:
Human Services Department
Recommended Action

1) Conduct a study session on the Focus Strategies’ Quantitative Assessment of homelessness emergency response system baseline performance and ad hoc system design and implementation work groups’ progress;

2) Direct staff to return on or before May 2020 with a progress report on work of the ad hoc system design and implementation work groups and development of a homelessness system improvement action plan;

3) Direct staff to return in the fiscal year 2020-21 Supplemental Budget with budget and staffing recommendations for an administrative structure to support a system-wide homelessness governance body; and

4) Direct staff to fully expend anticipated underutilized Homeward Bound Program funds, including improving outreach and reallocation of resources as needed to operational programs system-wide that can deploy the resources for provision of the same or similar services during the current fiscal year.

Executive Summary

The County is contracting with homelessness technical assistance firm Focus Strategies for provision of homeless system assessment consulting services. The study session presentation on today’s Agenda includes presentation of the assessment of our homelessness services system performance, update on interim recommendation work groups and an overview of the next phases of work to complete the Action Plan, the final deliverable of the consulting contract. Staff recommends returning to the Board in May 2020 with a progress report on: (1) implementation of short-term recommendations and the ongoing work of the work groups; (2) the development of a homelessness system improvement action plan; (3) recommendations for the administrative structure to support the implementation of the Action Plan and (4) new system-wide homelessness governance body.

Background

On February 26, 2019, the Board approved a contract with homeless technical assistance firm Focus Strategies for provision of homeless system assessment consulting services. The project, managed by the Homeless Services Coordination Office (HSCO), was initiated in April 2019 in partnership with the Human Services Department (HSD), Health Services Agency (HSA), and Planning Department (Planning). In October 2019, Focus Strategies presented the Phase I deliverable, a Baseline System Assessment, which included the following initial short-term
recommendations:
1. Implementation of a systemwide diversion practice and re-tool Smart Path coordinated entry.
2. Building the capacity of emergency shelters.
3. Coordinating and standardizing outreach efforts.
4. Relaunching and completing work on a new governance structure.

Additionally, on February 25, 2020, in response to Board direction on December 10, 2019, staff provided a HomewardBound Utilization Report to the Board and received additional direction to return on March 10, 2020 with recommendations on maximizing appropriate utilization of homeward bound type programs as part of the progress report on implementation of the Focus Strategies short-term recommendations, to be considered in the context of a broader system-wide diversion strategy approach. Details on optimizing appropriate utilization of this particular diversion strategy are detailed in this report.

Analysis
This study session presentation includes updates on the Phase 2 system and program performance analysis and Phase 3 system design and implementation work groups. In addition, the fourth and final phase of work, the development of a strategic action plan, will be previewed.

Phase 2 - System and Project Performance Analysis
The Phase 2 system and project performance analysis includes an assessment utilizing the Focus Strategies and the National Alliance to End Homelessness (NAEH) designed System-Wide Analytics and Projection (SWAP) suite of tools. The SWAP results assess performance on a series of measures that help communities pinpoint how well they are doing in supporting people who experience homelessness to access homeless system programs, and how effectively these programs are helping people move from homelessness to housing. These performance measures and associated data are also the performance indicators required by Department of Housing and Urban Development (HUD). The Homelessness Management Information System (HMIS) is the primary system used for collecting the data. The SWAP measures are:

1. Bed and unit utilization rate.
2. Prior living situation at program entry (where people who enter programs come from).
3. Length of stay (how long people stay in programs).
4. Rate of exit to permanent housing.
5. Cost per permanent housing exit.
6. Rate of return to homelessness.

Beginning in July 2019, Focus Strategies worked with the County, service provider partners, and Community Technology Alliance (CTA) to gather the data needed to populate the SWAP:
1. Santa Cruz County’s Housing Inventory Count data annual federal HUD submission;
2. Homeless Management Information System (HMIS) data exported by CTA; and
3. Program budget data collected directly from providers of shelter, housing and services.

Preliminary SWAP results were generated in November 2019 and discussed with provider agencies. One initial analysis finding included identification of HMIS system data quality problems. A data clean-up effort to improve the quality of the HMIS data to be used in the analysis commenced in January 2020, and Focus Strategies produced updated results in February 2020.

The programs analyzed fall into four categories: emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing. The universe of programs analyzed is limited to those programs that have a full year of participation data available in HMIS. A total of 35 distinct programs were analyzed, comprising a total of 729 single adult beds and 158 family units. Key findings from the performance analysis include:

- **People getting to housing.** The rate of exit from shelter, transitional housing and rapid rehousing into permanent housing is relatively low compared to other communities where Focus Strategies has used SWAP and in relation to nationally recommended benchmarks. Only 9% of people who exit shelter do so to a permanent housing destination. Transitional housing is exiting 42% of households to permanent housing and rapid rehousing only 49%. Improving the rate of exit to permanent housing while maintaining a low rate of return to homelessness will be crucial to reducing the overall numbers of people who are homeless in the community.

- **Entries into programs by people who are housing insecure but not living outside.** Data on this measure shows that the system is using program capacity for people who are living outside (unsheltered) and people who are homeless but have access to some kind of housing or shelter. 52% of people entering emergency shelter were unsheltered at the time of entry, and 79% of those entering transitional housing came from unsheltered situations or from emergency shelter. The remaining capacity was serving people who were homeless but not living outside and had access to temporary housing or shelter though it may not be their own home. Further examination of data quality around this measure is necessary to understand the veracity and the context of the resulting performance result and its implications. Improving performance on this measure will be critical to reducing the large numbers of people who are living outside in Santa Cruz County.

- **Data quality issues.** Although some improvement has been made in the quality of HMIS data as a result of the recent clean up, challenges remain. Additionally, numerous programs are not participating in HMIS. Addressing these challenges will be critical as the community moves towards data-informed planning and implementation of a coordinated response to homelessness.

**Phase 3 - System Design and Implementation Work Groups**
The Phase 3 deliverable, system design and implementation work groups, was to take the initial findings and recommendations from the Baseline System Assessment report and use them to “jump start” a process of designing and implementing system improvements. From September 2019 through February 2020, Focus Strategies
facilitated a set of working groups to focus on targeted system improvements. The result of this work is summarized below:

- **Systemwide Diversion and Coordinated Entry (CE) Refinement Work Group.** This group was convened by the HSD Smart Path Team to develop an implementation plan for provision of diversion and problem-solving practices systemwide, in conjunction with refinements to Coordinated Entry (CE) processes and policies. CE is a system of conducting uniform assessments for all people experiencing homelessness to streamline access to appropriate housing assistance and services. The group held 7 meetings between September 2019 and January 2020. The group is drafting a design for systemwide diversion and accompanying changes to CE to create a more streamlined process that is more effective at supporting those with the highest needs to secure housing assistance, while providing problem solving/diversion/rapid resolution to those with lower needs.

- **Housing Focused Emergency Shelter Work Group.** This group was convened by HSCO and co-facilitated by Focus Strategies, HSCO and Housing Matters. Participants included representatives from almost 100% of emergency shelters in the community. This group has held 5 meetings since late October. They have conducted a survey of shelter providers and helped organize focus groups with shelter residents facilitated by Focus Strategies. This group has identified three priorities for implementation: expanded availability of housing-focused case management/advocacy in shelters; availability of flexible funding to help residents exit shelter to housing; and capacity building and training for shelter staff.

- **Coordinating and Standardizing Mobile Outreach to People Experiencing Homelessness Work Group.** This group was co-convened by HSCO and HSA, with facilitation support from Focus Strategies. This group held 3 meetings, with a focus on sharing information about how different programs approach outreach, brainstorming what could make outreach more effective, and identifying training needs. The group has also developed a matrix describing all the outreach efforts currently in place in the community.

- **Homeless System Governance Work Group.** This group is convened by HSCO with facilitation by Focus Strategies, and is tasked with developing a proposed plan to create a systemwide governance body that will design, direct and evaluate the response to homelessness in Santa Cruz County, including a proposed scope for its decision-making, structure, and input processes. This work is informed by the work of the Governance Study Committee that convened in 2017. This group has held seven meetings and is drafting a proposal for a new governance entity.

**Next Steps**
With collection and analysis of the baseline data completed, Phase 3 will be completed through implementation of predictive modeling process using SWAP tools. System
modeling indicates how different system changes may impact the size of the homeless population and provide community leadership and key stakeholders with critical data to help shape policy and investment priorities. For example, the predictive tool can model what will happen to the size of the population of people who are homeless if the community were to add shelter beds, improve shelter bed utilization by unsheltered people, and increase the rate of exit from shelter to housing. The modeling can help inform how much additional shelter capacity is needed, and what level of performance is needed from new shelter beds to achieve desired reductions. It can also identify gaps in the availability of housing programs and the need for balance between additional shelters and pathways into housing.

Phase 4, the final phase of the Focus Strategies engagement, will be to develop a strategic action plan that:

- Builds upon and refines the All-In-Plan, the Santa Cruz County Community Strategic Plan to Prevent, Reduce, and Eventually End Homelessness adopted in 2015.
- Establishes the need for a coordinated regional homelessness response system to better meet the needs of people experiencing homelessness.
- Introduces system performance measurement and predictive modeling to inform investments and achieve improvements.
- Identifies specific priority action steps for the next 2-3 years, informed by analysis of data, that will begin to turn the curve towards reductions in homelessness.
- Serves as a “bridge” plan that will guide a strategic, targeted and coordinated regional response to homelessness until the new governance entity is operational and can create a longer-term plan.

A “kick-off” convening to launch the strategic action plan process is planned for late March 2020. Stakeholders will remain involved throughout April and May to provide feedback on the predictive modeling work and the draft action plan. Staff recommends presenting a draft plan to the Board in May and returning in June with the final plan for Board consideration and adoption. Concurrently, HSD and HSA, in consultation with CAO, are proceeding with development of an administrative structure to support a system-wide homelessness governance body, with the goal of including budget and staffing recommendations for an administrative structure in the FY 2020-21 Supplemental Budget.

**Homeward Bound Program Utilization**

In regard to maximizing Homeward Bound type program utilization, there are opportunities within the current fiscal year and the years ahead to optimize appropriate utilization of this diversion strategy tool within the County. In the current FY 2019-20, the Homeward Bound Purchase order with The Salvation Army (TSA) is currently projected to spend down approximately $15,000 of its $35,000 allocation. County Staff has identified that multiple Homeward Bound type programs exist throughout the County, including one operated by Encompass Community Services through contract with HSA and one operated by Housing Matters and the City of Santa Cruz. The Housing Matters and City of Santa Cruz program has utilized its full allocation for the current year. This creates an opportunity to redeploy underutilized funds into an already aligned, operational, and successful local program for maximum immediate benefit to those who have identified a viable pathway to resolve their current housing crisis without needing
ongoing shelter or a housing resource from the homelessness response system. At time of writing this report, HSD staff have already scheduled a meeting with the City of Santa Cruz, City of Watsonville, and diversion strategy partners to improve program outreach and potentially reallocate the approximately $20,000 in anticipated underutilized funds to programs system-wide that are well-positioned to rapidly deploy these resources.

Staff recommends deferring to the Focus Strategies HSD-led Diversion Work Group for recommendations on optimal appropriate utilization of homeward bound type program funds in FY 2020-21 and future years as part of their work to develop a system-wide diversion system and broader homelessness strategic action plan. Opportunities to increase appropriate utilization of the program and improve understanding of its impact have been identified and are under discussion, including increasing outreach on available services to agencies that serve persons experiencing homelessness, streamlining access to assistance by additional service providers, and further coordination with other providers of programs similar to the TSA Homeward Bound program to ensure the program delivery model is efficient and easy for providers to access while maintaining program quality. Also under consideration is implementing more comprehensive inclusion of diversion program data in the countywide Homeless Management Information System (HMIS) to aid in understanding program impacts better. It is recommended that staff consider these utilization optimization recommendations for implementation in FY 2020-21.

**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 goal to expand homelessness services to reduce homelessness and increase housing stability.

**Submitted by:**
Carlos J. Palacios, County Administrative Officer

**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: Accept Unanticipated Marriage License Fee Revenue for Domestic Violence Services  
Meeting Date: March 10, 2020

Recommended Action(s):  
Adopt resolution accepting and appropriating unanticipated revenue in the amount of $10,000 from marriage license fees for the domestic violence program fund.

Executive Summary  
The Human Services Department (HSD) recommends the Board adopt a resolution accepting unanticipated revenue from marriage license fees for the domestic violence program fund. This increase will allow additional direct supportive services to be provided to victims of domestic violence in our community.

Background  
The Board established the Domestic Violence Program Fund (fund) in July of 1980 to utilize specified marriage license fees to provide funding for local programs aiding victims of domestic violence. The two contractors that have provided these services locally as originally designated by the Board at the inception of the fund are Walnut Avenue Family & Women’s Center (WAFWC) and Monarch Services - Servicios Monarca (Monarch). The performance of the agreements has been measured by the establishment of safety plans, shelter services and training classes provided, and participants’ report of satisfaction with the services.

Analysis  
As funding for these agreements originates from a designated portion of the County’s marriage license fees specified for these services, HSD has a responsibility to maintain and monitor the designated marriage license fee fund balance. The County may adjust the budget of these agreements when funds from these fees indicate it is prudent for maintenance of the fund. As a result, the total budget of the agreements with WAFWC and Monarch may vary from term to term, at the sole discretion of the County. The agreements have historically been amended to reflect this fund reconciliation process.

A recent review of the fund indicates a small reserve. Therefore, HSD recommends an increase to the agreements, procured under purchase orders, with the two contracted agencies, allocating $10,000 from the fund to the two existing agreements. HSD proposes an increase of $2,800 for the WAFWC agreement, for a new total of $15,800, to provide domestic violence counseling; and an increase of $7,200 to the Monarch agreement, for a new total of $41,200, to provide domestic violence shelter and crisis intervention services. Both contractors have consistently exceeded the performance
measurements, by both the number of participants served as well as the quality of service. Monarch served 662 participants with a targeted goal of 640 participants and WAFWC served 24 participants with a targeted goal of 23.

**Financial Impact**
Sufficient funding is available within the Domestic Violence Trust Fund (Budget Index 392400).

**Strategic Plan Element(s)**
1.B (Comprehensive Health & Safety: Community Support) - HSD contracts with Walnut Avenue Family & Women’s Center and Monarch Service - Servicios Monarca to support services for victims of domestic violence.

**Submitted by:**
Randy Morris, Human Services Director

**Recommended by:**
Carlos J. Palacios, County Administrative Officer

**Attachments:**
a Resolution AUD60 Unanticipated Revenue
County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Employment and Benefit Services Division
(831) 454-4130
Subject: Approve Subsidized Employment and Watsonville Law Center Contract Amendments
Meeting Date: March 10, 2020

Recommended Action(s):
1. Approve an amendment to the agreement with Watsonville Law Center to expand direct legal services and presentation flexibility for CalWORKs Legal Services, increasing the total two-year amount by $13,818, to a new total two-year amount of $138,180, with new annual totals in the amount of $69,090 in fiscal year 2019-20, and $69,090 in fiscal year 2020-21 and authorize the Human Services Department Director to execute the amendment;

2. Approve an amendment to the agreement with Community Action Board of Santa Cruz County Inc. to clarify the opportunity periods and payment timelines in the scope of performance measurement for subsidized employment services, with no change to the total two-year amount of $1,299,932 and authorize the Human Services Department Director to execute the amendment; and

3. Approve an amendment to the agreement with Goodwill Central Coast to clarify the opportunity periods and payment timelines in the scope of performance measurement for subsidized employment services, with no change to the total two-year amount of $1,299,430 and authorize the Human Services Department Director to execute the amendment.

Executive Summary
The Human Services Department (HSD) administers the California Work Opportunity and Responsibility to Kids (CalWORKs) program which supports participants to become self-sufficient. HSD recommends the Board approve three contract amendments with Watsonville Law Center (WLC), Community Action Board of Santa Cruz County Inc (CAB) and Goodwill Central Coast (Goodwill) to provide additional CalWORKs participants with assistance removing legal barriers to employment, as well as to clarify subsidized employment fee for performance (FFP) payment opportunity periods and timelines.

Background
HSD is dedicated to ensuring effective services to Santa Cruz County CalWORKs participants working toward self-sufficiency, consistent with the County’s goal to develop a quality workforce and increase jobs opportunities. CalWORKs employment services provides a continuum of support to help eligible participants with employment
placements and removal of employment barriers. To this end, HSD has administered an agreement with WLC since 2001 to provide direct legal services and informational presentations to participants experiencing legal barriers to employment. WLC’s programming provides participants with information on financial literacy, the impact of criminal records and consumer reporting on employment, and effective legal resolution strategies.

In June 2019, the Board approved renewal of a two-year agreement with WLC through the County’s Continuing Agreements List process at an annual total of $62,181 in fiscal year (FY) 2019-20 and $62,181 in FY 2020-21, for a two-year total of $124,362. Due to an increase in need for services, WLC will exceed planned expenditure goals for this agreement. To meet this need, HSD recommends the Board approve an annual increase in its agreement with WLC by $6,909 in FYs 2019-20 and 2020-21.

Since 2012, HSD has administered subsidized employment agreements with CAB for the SmartHire program, and with Goodwill for the Subsidized Transitional Employment Program (STEP). SmartHire helps eligible participants prepare for and find paid employment through job readiness support and by matching participants to subsidized and unsubsidized jobs. STEP provides subsidized on-the-job skills training to participants who have little or no work experience.

In August 2019, the Board approved renewal of both contracts with new FFP payment models, based on each contractor’s achievements toward improving employment outcomes for the clients served. For SmartHire, performance is now measured by the percent of participants who (1) achieve unsubsidized employment after program participation, (2) demonstrate an earnings growth after program exit, and (3) end reliance on CalWORKs cash assistance. For STEP, performance is now measured by the percent of participants who (1) participate in SmartHire subsidized employment after program exit and/or who achieve unsubsidized employment after program participation; and (2) exit CalWORKs cash assistance due to positive income-related reasons.

As the first round of performance measure data was obtained, validated and reviewed, it became apparent that the information contained in the scope of performance measurement for both agreements lacked clarity on the FFP payment opportunity periods and timelines. To correct this, HSD recommends the Board approve an adjusted scope of performance measurement for each agreement that better specifies the time frames in which administrative data will be used to confirm how well the performance measures have been met for each contractor, as well as the timing of FFP payments to each contractor for successfully achieving the agreed upon outcomes.

Analysis
As noted, HSD seeks the Board’s approval to amend the current WLC agreement to add an additional $6,909 for each fiscal year of the contract term. Doing so would create a new contract total of $69,090 in FY 2019-20, and a new contract total of $69,090 in FY 2020-21, at a new total two-year amount of $138,180. This increase will allow WLC to provide additional direct legal services to program participants. Additionally, the amendment will add flexibility to where and when WLC can conduct presentations or workshops, increasing their ability to reach those in need of these services. The contract will continue to measure the extent to which services remove legal barriers to
employment for CalWORKs participants, as well as participants’ increase in understanding of financial and legal issues.

Additionally, HSD seeks the Board’s approval to amend the current SmartHire contract with CAB and STEP contract with Goodwill, to clarify FFP payment opportunity period and timeline references within the scope of performance measurement for both agreements. Amending these two subsidized employment contracts requires no change to the total two-year amount of $1,299,932, for CAB’s SmartHire services, and no change to the total two-year amount of $1,299,430, for Goodwill’s STEP services.

**Financial Impact**
The California Department of Social Services (CDSS) CalWORKs Single Allocation will fund the services outlined in the attached contract amendment for WLC and is already included in the Board approved FY 2019-20 HSD budget. Approval of the amendment does not result in an additional General Fund contribution.

- Watsonville Law Center No. 20W3600 - GL Key: 392100-75291
- Community Action Board No. 20W3904 - GL Key: 392100-75291
- Goodwill Central Coast No. 20W3913 - GL Key: 392100-75291

**Strategic Plan Element(s)**
1.B (Comprehensive Health & Safety: Community Support) - HSD contracts with Watsonville Law Center for workshops and presentations that support participants’ financial and legal literacy that remove legal barriers to employment for participants.

4.A (Dynamic Economy: Regional Workforce) - HSD contracts with Community Action Board of Santa Cruz County Inc. and Goodwill Central Coast for subsidized employment opportunities for eligible CalWORKs participants seeking self-sufficiency.

**Submitted by:**
Randy Morris, Human Services Director

**Recommended by:**
Carlos J. Palacios, County Administrative Officer

**Attachments:**

a  Contract 20W3904 Amendment, Community Action Board
b  ADM-29 20W3904-A01 CAB
c  Contract 20W3913 Amendment, Goodwill Central Coast
d  ADM-29 20W3913-A01 Goodwill
e  Contract 20W3600 Amendment, Watsonville Law Center
f  ADM-29 20W3600-A01 Watsonville Law Center
Recommended Actions
1. Adopt a resolution accepting and appropriating unanticipated revenue in the amount of $104,847 into the fiscal year 2019-20 Human Services Department budget to support the Emergency Child Care Bridge Program;

2. Approve a contract amendment with the Santa Cruz County Office of Education, increasing the fiscal year 2019-20 amount by $104,847, for a new two-year total of $340,875, to provide Emergency Child Care Bridge Program services, Authorize the Human Services Department to take related actions.

Executive Summary
The Human Services Department (HSD) is implementing the State authorized Emergency Child Care Bridge Program, in part through an agreement with Santa Cruz County Office of Education for fiscal year (FY) 2019-20 and FY 2020-21. The California Department of Social Services (CDSS) has made available additional funding for the current FY 2019-20 to support existing efforts. HSD requests the Board accept the additional unanticipated revenue and approve the amendment to the agreement with the Santa Cruz County Office of Education to utilize these funds and continue the Emergency Child Care Bridge Program services through their Child Development Resource Center.

Background
HSD Family and Children’s Services Division (FCS) protects vulnerable children from abuse and neglect. HSD places these children with resource parents who may be relatives or friends of the child or a licensed foster family. At times, removal of a child happens very quickly, and the resource family must immediately determine, identify and pay for childcare. For some families, the need for immediate childcare is a barrier to caring for a child. In 2017 Senate Bill (SB) 89 was enacted to establish and fund the Emergency Child Care Bridge Program (Bridge Program) to address this need by providing resource families with childcare navigation and short-term stipends for childcare. Families are eligible for up to six months of emergency childcare, with the option of a six-month extension if needed. The Bridge Program also provides trauma-informed training for local childcare providers to care for children recently removed from their homes.
Analysis
Under this agreement, the Santa Cruz County Office of Education has been providing Bridge Program services successfully, as evidenced by having served 24 children and 208 training participants. Throughout implementation of the Bridge Program, the need for increased funding to provide these important services has been evident due to continuing and increasing need. The additional funding will increase the number of families receiving childcare subsidies and the number of childcare providers receiving training.

The CDSS FY 2019-20 Bridge Program allocation was revised to include FY 2018-19 unspent funding Statewide and was re-appropriated on a county-specific basis. Counties will have through June 30, 2020 to expend these additional funds. CDSS will bi-annually reassess funding and update counties regarding appropriations.

Until final expenditures from FY 2019-20 are reconciled by CDSS, information regarding appropriations for FY 2020-21 will not be available. Therefore, the current agreement with the Santa Cruz County Office of Education cannot be amended for FY 2020-21 and will remain at its original budget.

Financial Impact
The Emergency Child Care Bridge Program for Foster Children (Bridge Program) is funded through an allocation from the California Department of Social Services (CDSS) and results in no additional General Fund contribution.

Strategic Plan Element(s)
1.B (Comprehensive Health and Safety: Community Support) - The Emergency Child Care Bridge Program provides resource families and their recently placed child with childcare navigation services and short-term stipends for prompt childcare placement, help with finding permanent subsidized care, and trauma-informed training for childcare providers.

Submitted by:
Randy Morris, Human Services Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
  a  Resolution AUD60 accepting unanticipated revenue
  b  Amendment 20W4058  Santa Cruz County Office of Education Contract
  c  ADM29 Amend 20W4058-A01 SCCOE
February 11, 2020

Dear Members of the Human Services Commission:

Thank you for submitting your report highlighting the activities of the Human Services Commission in 2018 and 2019. While Board members review the Commission’s minutes as they are received, we appreciate the opportunity to have this overview of the various issues considered by the Commission over the past two years. Your next report highlighting the Commission’s work during calendar years 2020 and 2021 will not be due until January 31, 2022.

Again, thank you for your report and for supporting the work of County government.

Sincerely,

Greg Caput
GREG CAPUT, Chairman
Board of Supervisors

GC:jr

cc: Clerk of the Board