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 (Draft)
Wednesday, January 15, 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. Approval of 2020 Commission Work Plan (Action) (20 min)
VIII. Approval of 2020 Human Services Commission Biennial Report (Action) (10 min)
   • Discussion of priorities and staff recommendations
   • Engagement strategies including with other County Commissions and within Supervisory districts
   Work Plan objective #3: General Commission Administration
   Related materials:
   • Human Services Commission Draft Work Plan Year 2020 (pages 7-10)
   • Commissions, Committees, and Advisory Bodies (pages 11-12)
IX. Election of Officers (Action) (20 min)
   Draft workplan objective #3: General Commission Administration
X. Report-out on Commission’s Homelessness Services Work Group (5 min)
XI. Veterans Liaison Report (5 min)
XII. Director’s Report (30 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 Micke Coca Buss at (831) 454-7505 (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.
XIII. Next Meeting and Agenda Items
March 18, 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 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: November 20, 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: Sandra Skees (1st District); Heidi Boynton (1st District); Betsy Clark (3rd District); Monica Martinez (3rd District); Stoney Brook (4th District); Tony Gregorio (4th District); Jennifer Anderson-Ochoa (5th District); and Denise Hitzeman (5th District).

Commissioners Excused: Danny Keith (2nd District); and Martina O’Sullivan (2nd District).

Commissioners Unexcused: None

Commission Seats Vacant: None

Staff Present: Ellen Timberlake, HSD Director; Gary McNeil, HSD Senior Analyst; Micki Coca Buss, Senior Analyst; and Jaimie Murry, Department of Child Support Services Director; Andy Stone, Workforce Development Board Director; Belinda Barr, Workforce Development Board Economic Development Coordinator.

Guests: Dianne Munoz, Childhood Advisory Council; and Josh Klein, Counsel for Adult and Experimental Learning.

1. Approval of Minutes (Action): The Commission approved the September 18, 2019 meeting minutes. (Martinez/Anderson-Ochoa)
   AYES: Hitzeman, Clark, Martinez, Anderson-Ochoa, Gregorio, Brook, Skees, and Boynton.
   NOES: None
   ABSTAIN: None
   ABSENT: Keith, O’Sullivan

The meeting was adjourned at 10:20 a.m.
## MATERIALS AND CORRESPONDENCE IN PACKET

### From the Board of Supervisors Agenda
Full agenda items on indicated dates available at [https://santacruzcountyca.iqm2.com/Citizens/Calendar.aspx](https://santacruzcountyca.iqm2.com/Citizens/Calendar.aspx)

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<tr>
<th>BOS Date</th>
<th>Item</th>
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<tr>
<td>11/19/19</td>
<td>Consider report and study session on the Santa Cruz County Performance Measurement Initiative</td>
<td>16-20</td>
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<td>Approve agreement for employment related services with Downtown Streets Team</td>
<td>21-23</td>
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<td>Accept and file report on the progress in year two of the Collective of Results and Evidence-based (CORE) funded contractors</td>
<td>24-26</td>
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<td>12/10/19</td>
<td>Accept and file the report on efforts to reduce impacts of relocating the North County emergency shelter shuttle station</td>
<td>27-30</td>
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<td>Approve interim lease agreement with Emeline Preschool Center for the County-owned property at 1080 Emeline Avenue in Santa Cruz</td>
<td>31-32</td>
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<td>Accept and file annual report on the Child Care Developer Fees (CCDF) collected during FY 2018-19</td>
<td>33-35</td>
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<td>Accept and file status update on the proposed Section 8 preference for families experiencing homelessness</td>
<td>36-37</td>
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### COMMISSION COMMITTEE AGENDAS AND MINUTES

- IHSS Advisory Commission
  [http://www.santarузhumanservices.org/AdultLongTermCare/InHomeSupportiveServices/AdvisoryCommission.aspx](http://www.santarузhumanservices.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.sccsenior.org/Home/Meetings.aspx](http://www.sccsenior.org/Home/Meetings.aspx)
- Santa Cruz County Commission on Disabilities [http://scbdd.net/](http://scbdd.net/)
- Santa Cruz County Latino Affairs Commission [http://scclatinoaffairs.org](http://scclatinoaffairs.org)

### OTHER MATERIALS

- None
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<th>FRAME</th>
<th>ACTIVITIES</th>
<th>STATUTORY PURPOSE</th>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td>January</td>
<td>Set meeting schedule and elect officers.</td>
<td>Organization and procedure.</td>
<td>92.60.40: General Commission</td>
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<td>As needed</td>
<td>Service Commission on an as-needed basis.</td>
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<td>52.60.050: Powers and duties (generally)</td>
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<td>TBD</td>
<td>Receive and review reports on draft of RFP (be Clear) and僬propose funding recommendations and also receive and review reports on CORE.</td>
<td>Supervisors on funding decisions.</td>
<td>52.60.050 (a) (E): Guided long-term planning and evidence-based Collection of evidence.</td>
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YEAR 2019-2020 WORK PLAN
HUMAN SERVICES COMMISSION
DRAFT

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<table>
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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 |
| 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 |
| 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 |
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<th>Objective</th>
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<th>Statutory Purpose</th>
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<td>7. Increase community access to public assistance programs</td>
<td>Human Services Department</td>
<td>Ongoing</td>
<td>Review and consider reports on problem Appendix C: Table 32-0.508 (a)</td>
<td>Human Services Department needs to address the above needs to ensure adequate community access to public assistance programs.</td>
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<tr>
<td>8. Child Welfare Services</td>
<td>Human Services Department</td>
<td>Ongoing</td>
<td>Review and consider reports on program Appendix C: Table 32-0.508 (a)</td>
<td>Human Services Department needs to address the above needs to ensure adequate community access to public assistance programs.</td>
</tr>
<tr>
<td>9. Monitor General</td>
<td>Human Services Department</td>
<td>As needed</td>
<td>Continue to have a commission that is capable of implementing the changes needed to the continuum of care (COC) program, and provide advice and support to the Commission.</td>
<td>Human Services Department needs to address the above needs to ensure adequate community access to public assistance programs.</td>
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<td>10. Veterans Services</td>
<td>Human Services Department</td>
<td>Ongoing</td>
<td>Continue to have a commission that is capable of implementing the changes needed to the continuum of care (COC) program, and provide advice and support to the Commission.</td>
<td>Human Services Department needs to address the above needs to ensure adequate community access to public assistance programs.</td>
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<td>11. Budget</td>
<td>Human Services Department</td>
<td>Ongoing</td>
<td>Continue to have a commission that is capable of implementing the changes needed to the continuum of care (COC) program, and provide advice and support to the Commission.</td>
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<td><strong>11. Participate in Child Care Development Fee Loans Process</strong></td>
<td>needs of at risk people; advise Human Services Department Director.</td>
<td>- Continue to have a Commissioner designated as a liaison to Veterans Services Office and receive periodic reports from the liaison.</td>
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<td>§260.050(E): Advise the Board of Supervisors on funding decisions.</td>
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<td><strong>12. Housing Authority Family Self-Sufficiency Program</strong></td>
<td>§260.050(A), (B) &amp; (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.</td>
<td>- Act as the Program Coordinating Committee for the Santa Cruz Housing Authority Family Self-Sufficiency Program including:</td>
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<td>- Receive periodic reports from the County of Santa Cruz Housing Authority on the Family Self-Sufficiency Program.</td>
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<td>- Review and comment on Family Self-Sufficiency Program initiatives.</td>
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I. ROLE OF THE COMMISSION

As established in Ordinance 4106, the Human Services Commission exercises the following responsibilities in its efforts to ensure the highest quality and maximum effectiveness of human services provided for the benefit of the citizens of the County:

A. Guide long-term planning regarding meeting the socio-economic needs of low income, disabled, disadvantaged, and at-risk people in Santa Cruz County;

B. Advise the County Board of Supervisors on policies and priorities that affect the socio-economic needs of low income, disabled, disadvantaged, and at-risk people;

C. Provide advice and counsel to the director and senior management of the Human Services Department on best practices in the operation of department programs;

D. Provide a forum for citizens affected by County human services programs and policies;

E. Advise the Board of Supervisors on funding decisions affecting the socio-economic needs of low income, disabled, and disadvantaged people, including county allocation of resources to County programs and community programs funding;

F. Integrate efforts and initiatives affecting the socio-economic needs of the poor, which cross departmental, divisional, and interest group lines; and

G. Advise the Board of Supervisors on legislative matters concerning the County human services programs.

II. MEETING DATES, TIME AND LOCATION

During reporting years 2017 and 2018, meetings were held from 8:30 to 10:30 a.m. on the third Wednesday of every other month. The Commission’s usual meeting location was the United Way of Santa Cruz County, 4450 Capitola Road, Suite 106, Capitola. The Commission very much appreciates the United Way’s generosity in making its facility available for its meetings.
III. COMMISSION STRUCTURE AND MEMBERSHIP

The Human Services Commission consists of 10 members appointed by the Board of Supervisors.

As of December 2019, the members of the Human Services Commission included: **First District**: Sandra Skees and Heidi Boynton; **Second District**: Danny Keith (Commission Vice-Chair) and Martina O'Sullivan; **Third District**: Betsy Clark (Commission Chair) and Monica Martinez; **Fourth District**: Stoney Brook and Tony Gregorio; and **Fifth District**: Jennifer Anderson-Ochoa and Denise Hitzeman.

In 2018, the members of the Human Services Commission were: **First District**: Sandra Skees and Heidi Boynton; **Second District**: Danny Keith and Martina O'Sullivan; **Third District**: Betsy Clark (Vice Chair) and Monica Martinez; **Fourth District**: Stoney Brook and Tony Gregorio; and **Fifth District**: Jennifer Anderson-Ochoa (Commission Chair), and Denise Hitzeman.

IV. COMMISSION STAFF

The Commission was staffed by Ellen Timberlake, HSD Director (2018 and 2019), and Jessica Scheiner, Senior Human Services Analyst (2018), and Gary McNeil, Senior Human Services Analyst (2019).

V. ATTENDANCE

Please see the attached 2018 and 2019 attendance rosters.

VI. BIENNIAL GOALS & ACCOMPLISHMENTS

CORE Investments

The Commission has been updated periodically on the development and implementation of the new Community Programs funding model, known as the Collective of Results and Evidence-based (CORE) Investments. Commission activities related to the Community Programs/CORE investments included:

- Being kept apprised of ongoing strategic planning and technical support regarding the CORE Investments funding model; and
- Reviewing Board memos and correspondence on the implementation of CORE Investments.

State and Local Budget Impacts.

The Commission was provided updates on the status of State and local budget deliberations and their implications for the Department's programs.
State and Federal Legislation

The Commission was provided regular updates on State and federal proposed and enacted legislation, and their implications on both the Human Services Departments’ (HSD) programs and the persons it serves.

Child Care Developer Fees Loan Program

The Commission was provided updates on the status of the Child Care Developer Fee Loan (CCDFL) program and was asked to consider and provide recommendations on next steps for the program. In March and July 2018, the Commission received an update on the Child Care Developer Fee Study, and the proposed fee increase. In November 2018, the Commission initiated a new CCDF application process utilizing a Commission subcommittee to guide the process. The Commission received updates from subcommittee and staff throughout 2019, and in September 2019 approved a recommendation to the Board of Supervisors for loan awards to 18 child care providers totaling $170,000. The recommendations were approved by the Board of Supervisors on October 22, 2019.

Homelessness Services

In July 2018 the Commission received an update from its homelessness education subcommittee, and in September 2018 it hosted a panel discussion on homelessness, that included local service providers, County Departments, the Housing Authority, and housing services advocates. In July 2019, the Commission received presentations on the status of substance use disorder services in the County, and the availability of housing for individuals receiving recovery services.

Housing Authority Family Self-Sufficiency Program Coordinating Committee

In its capacity as the Santa Cruz County Housing Authority’s Family Self-Sufficiency Coordinating Committee, the Commission heard updates and provided recommendations on the program.

Veterans Services

Commissioner Stoney Brook, Veterans Liaison to the Human Services Commission, provided regular reports on programs, activities, and issues related to Veterans in Santa Cruz County.

Child Support Services

The Commission continued to act as a citizens’ advisory group to the Department of Child Support Services and received reports on the Department’s activities.
Other Human Services Related Reports.

Over the last two years, the Commission reviewed and recommended to the Board of Supervisors changes to the General Assistance program. The Commission received a presentation on the Human Care Alliance Wage equity Campaign, as well as an update on the Santa Cruz County 2019-21 Strategic Plan. In December 2019, the Commission heard a presentation on the Report on Career Pathways in Early Childhood Education.

Ongoing Review and Input on Human Services Programs and Issues.

In order to meet its advisory, guidance, and counseling responsibilities under Ordinance 4106, the Commission was routinely provided with reports and briefings on HSD’s programs and activities and issues related to the socio-economic needs of persons in Santa Cruz County who are low income, disabled, disadvantaged, or at-risk, including:

- The Commission received reports on the Santa Cruz Museum of Art and History’s exhibit: "We’re Still Here", addressing social isolation in the senior populations
- The Commission received information on and was asked to provide recommendations on:
  - Proposed changes to the General Assistance program regulations;
  - HSD’s CalFresh Systems, specifically expansion of CalFresh Benefits to Seniors and Disabled Supplemental Security Income (SSI) recipients (Senior Expansion);
  - The County’s Thrive by Three initiative;
  - HSD’s Adult and Long Term Care division’s initiatives and priorities; and
  - The CalWORKs Housing Support Program.

VII. FUTURE GOALS

In 2018-2019, the Commission expects to carry out activities including, but not limited to, the following:

- Providing advice and counsel to HSD’s Director and senior management regarding best practices for the operation of the Department’s programs;
- Receiving periodic reports on Veterans Services and the Child Welfare System Improvement Plan committee;
- Providing advice and counsel to the Department of Child Support Services on initiatives sponsored by the Department that will benefit or otherwise impact low income Santa Cruz County residents;
- Providing advice and counsel to the Santa Cruz County Housing Authority’s Family
Self-Sufficiency program as its Coordinating Committee;
• Providing counsel on potential changes to the Child Care Developer Fees Loan program process;
• Providing counsel on issues related to homelessness in Santa Cruz County;
• Reviewing issues affecting the low-income community and considering potential strategies to respond to emerging and/or recognized service needs;
• Monitoring State and federal legislation that impact local human services, and advising the Board of Supervisors as necessary; and
• Responding to matters referred by the Board of Supervisors and providing counsel to HSD's Director and senior management upon request.
## HUMAN SERVICES COMMISSION
### ATTENDANCE FOR 2018

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<th>District - Commissioner</th>
<th>1/17/18</th>
<th>3/21/18</th>
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* The September 19, 2018 meeting of the Human Services Commission was cancelled.

P – Present  
E – Excused Absence  
A – Unexcused Absence  
X – Not a member of the Commission
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<th>District - Commissioner</th>
<th>1/16/19</th>
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* The May 15, 2019 meeting of the Human Services Commission was cancelled. The July 17, 2019 meeting lacked a quorum, and an un-official information session took place.

P – Present
E – Excused Absence
A – Unexcused Absence
X – Not a member of the Commission
Recommended Action(s):
1) Accept and file report on the Santa Cruz County Performance Measurement Initiative; and

2) Direct the County Administrative Office to return in May 2020 with an update.

Executive Summary
Performance measurement is a tool to measure and report progress across three County initiatives: the strategic plan, the operational plan and budget, and PRIMO! Santa Cruz. Strategic plan measures focus on community impact, operational plan and budget measures focus on program impact, and PRIMO! measures focus on processes to deliver customer-oriented improvement. The study session on today's agenda will cover the County's effort to develop measures of community and program impact.

Background
Performance measurement is the final management initiative of four, the first of which began in Fiscal Year (FY) 2017-18. The County's four initiatives are:

- Strategic Plan (2018-24) - Approved by the Board on June 26, 2018, the strategic plan for the first time established a County vision, mission, values, focus areas, and goals.

- Operational Plan and Budget (2019-21) - Approved by the Board on June 25, 2019, the operational plan and budget established the first of three two-year work plans that created and financed 178 SMART (specific, measurable, attainable, relevant, time-bound) objectives to achieve strategic plan goals.

- PRIMO! Santa Cruz / Continuous Process Improvement (24/7) - Launched in FY 2018-19, PRIMO! Santa Cruz is building a culture of employee-driven, customer-oriented improvement. It is a workplace philosophy that ingrains improvement as a part of everyday work; where processes are evaluated and innovated upon by all levels of our organization and lead to better outcomes for customers.

- Performance Measurement (24/7) - Launched in FY 2019-20, performance measurement is a tool to measure and report progress on the first three initiatives:
  - Strategic Plan measures are population-level community impacts that we want to achieve.
Operational Plan measures are program impacts that ask whether County programs are making anybody better off; are we doing the right things?

PRIMO! measures are process measures that ask are we doing the right things well?

The Performance Measurement Initiative kicked off over two weeks in August, bringing together data expertise from inside and outside the County in order to create the framework for the initiative, and to create documents and report prototypes to seed the work. Today’s study session and the following analysis are the result of that work.

Analysis

Three Initiatives, Three Levels of Impact
Performance Measurement - Performance measurement is a tool to measure and report progress on the three initiatives listed above. The measures address three distinct levels of impact:

Strategic Plan and Community Impact - The County Strategic Plan sets forth a vision of a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant. In order to measure progress towards achieving that vision, the County is developing a set of population-level community impact measures.

The County’s community impact measures will align with the Collective of Results and Evidence-based (CORE) conditions of well-being, developed with local funders and service providers. The measures will be tracked and displayed through DataShare Santa Cruz County (www.datasharescc.org <http://www.datasharescc.org>), a web-
based platform to house, display and make data accessible and available to everyone.

The draft set of measures is attached for Board consideration. The draft measures are aligned with the CORE conditions and available in DataShare. The County is currently working with its data partners to evaluate available data in DataShare, identify additional data, and develop processes to have additional data added to DataShare.

The draft measures also align with the strategic plan focus areas: Comprehensive Health & Safety, Attainable Housing, Reliable Transportation, Sustainable Environment, and Dynamic Economy. Staff are proposing eight measures in Comprehensive Health & Safety and four measures in each of the remaining focus areas, for a total of 24 measures. Limiting the total number of measures provides greater clarity to the public on the impact we are trying to create, and increases accountability to those measures.

The County Administrative Office (CAO) will present a final set of measures to the Board for approval in May 2020 and will update the measures annually thereafter.

*Operational Plan and Program Impact* - The operational plan set forth 178 SMART objectives that work to achieve strategic plan goals. Each of the 178 objectives will be updated biannually on the operational plan website, and the first update to the plan will be brought to the Board in January 2020.

For up to 10-12 programs (objectives, or groups of objectives) annually, the CAO will work with departments to create the measures and reports that address whether a program is having its intended impact; are we doing the right thing.

Each program project will have two results:
- An internal reporting dashboard that is used by the department to increase program impact and recommend program changes.
- An external, public-facing reporting dashboard to provide education and transparency to the community.

In order to provide a consistent measurement framework for both internal and external reporting, the County will use a Results-Based Accountability (RBA) framework that asks of each program three questions:
- How much are we doing?
- How well are we doing it?
- Is anyone better off?

The RBA framework was developed specifically for government programs, and has been used for many years by the County’s Human Services and Probation departments. RBA can apply across the wide range of programs that the County operates, and requires less staff training and expertise than comparable models.

The draft program project pipeline is attached. Draft programs were selected based on a variety of factors including likely public interest, link to operational plan, link to strategic plan focus area, available data, and staff capacity.
PRIMO! Santa Cruz and Process Impact - PRIMO! Santa Cruz, in partnership with Whole Person Care, is operating 15 projects across County departments, with the intention of building a culture of data-informed, employee-driven, customer-oriented improvement. It advocates for Lean, a workplace philosophy that engrains improvement as a part of everyday work; where processes are evaluated and innovated upon by all levels of our organization and lead to better outcomes for customers.

PRIMO! projects are scoped to directly impact their processes and systems, asking how we can improve on the things we are doing. Within each project, teams use tools and techniques to develop measures and reports that establish baseline metrics for the processes to understand current performance and underlying root causes of wastes. Teams then use those same measures to demonstrate the value of the improvements made within the project and to sustain those improvements moving forward.

Connecting Community and Program Impacts
An additional benefit of RBA is that it provides a way to connect program impact measures to community impact measures. The relationship is defined by the population being measured, illustrated below, and demonstrated using the example of a job training program.

RBA asks three questions of each program: how much, how well, and is anybody better off. The first two questions (how much, how well) are measures of the quantity and quality of the effort a department makes. For a job training program, a department can report on how many people it trained, and what percentage of those people trained completed the program.

The third question (is anyone better off) bridges program impact and community impact by linking programs to larger community goals. In the job training example, the community may have a goal of having everyone employed in living-wage jobs. The job training program on its own cannot move that measure very much, but it can report on that measure for the population that it serves. So, the program may track the percent of its population that is employed six months after completion of the program in a living-wage job, which contributes and works towards the larger community goal.

As programs move through the RBA framework, their control over the measures weaken. The department has complete control over how many people it trains, this is a measure of quantity of effort. The department has less control over how many people successfully complete the program. This may depend on geography, equipment, staffing, and other factors, but is still largely under the control of the department. This is a measure of the quality of effort of fire service.

The department has the least control over the number of clients employed six months after completion of the program. This is a measure of the quality of the effectiveness of the program and depends not only on the quality of the effort, but also economic conditions, access to transport, and other factors out of the control of the department.

The department is not, therefore, responsible for countywide employment, but can demonstrate its impact within the population that it serves.
Performance Measurement Project Management
The CAO has established a Performance Measurement Initiative Central Committee to create standards for public dashboards, develop a performance measurement guidebook and series of trainings, and ensure clear, frequent communications to County staff. Those resources will be available to all staff by January 2020 through the County's intranet site.

Standards for public dashboards are intended to provide a consistent user experience while on the performance measurement site. To achieve this, programs will have to think about their service from the client perspective, and focus on the most important data narrative that they want to convey. Standards will also include guidance for dimensions of equity, transparency and style.

A performance measurement guidebook has been drafted, and is currently being edited by staff. The guidebook is intended to give any staff member the basic information they would need to begin planning a performance measurement project. The sections include results-based accountability, data quality and management, data security, and data visualization.

Trainings under development include a range of subjects including basic Excel skills, data visualization, results-based accountability, and an introduction to project management. These trainings will be available at least once per year, with some developed in-house and some provided by outside consultants.

Strategic Plan Element(s)
6.B (Operational Excellence: County Workforce)
6.D (Operational Excellence: Continuous Improvement)

The Performance Measurement Initiative expands learning and training opportunities for staff, increases public transparency and education, and provides tools to assess and report on County programs.

Submitted by:
Carlos J. Palacios, County Administrative Officer

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
a Draft Community Impact Measures
b Draft Performance Measurement Program Pipeline
Recommended Action(s):
1) Approve agreement 20W4054 with Downtown Streets Team, in the total amount of $277,133, for provision of CalFresh Employment & Training services, and authorize the Human Services Director to sign on behalf of the County; and

2) Adopt the attached resolution accepting unanticipated revenue from the California Department of Social Services for CalFresh Employment & Training, in the amount of $389,963, into the fiscal year (FY) 2019-20 Human Services Department budget.

Executive Summary
The Human Services Department (HSD) administers Supplemental Nutrition Assistance Program (SNAP) benefits, known as CalFresh in California. Additionally, HSD administers service contracts with nonprofit partners who provide effective services to find housing and increase housing stability for our community’s homeless population. To this end, HSD seeks the Board’s approval to continue and consolidate a contract with the Downtown Streets Team (DST) to provide CalFresh Employment & Training (CFET) services for eligible CalFresh recipients experiencing or at-risk of homelessness. HSD also seeks authorization to accept related unanticipated revenue.

Background
CFET is a federally funded, 50% match program that provides employment and training services on a voluntary basis to eligible adults who receive CalFresh benefits. These funds are issued on a federal fiscal year (FFY) cycle and are reimbursed by the federal government through each participating state to counties with an approved CFET plan with their state regulatory agency. These funds must be used for employment support, job training and work experience services for eligible individuals, and utilized for direct participant costs such as work or training related transportation or supplies. Program costs must be matched dollar-for-dollar with local funding and the match may be provided in-kind by the contracting partner.

HSD has administered CFET funds since 2001 to improve the economic wellbeing of eligible adults who are homeless and who do not have work experience. To expand employment services to homeless CalFresh recipients, HSD began a new partnership with DST in May 2018 for the CFET Work Experience Program (WEP) to provide job training and work experience to eligible homeless individuals who receive CalFresh.
FFY 2018-19, DST served 66 CFET enrolled individuals with job training and work experience services. Of those served, 33% are continuing to receive program services in the new federal fiscal year, and of those who ended services, 25% did so with a completed employment case plan. Of those who completed their employment case plan, 100% became employed after services ended, with 82% retaining employment after 3 months.

To further this CFET expansion effort, HSD began contributing CFET funds in October 2018 toward a new collaborative agreement between DST and the Department of Public Works (DPW) for the North County Cleanup Project. This collaboration, which includes a contribution by the Health Services Agency (HSA) as the required CFET 50% match, allowed DST to provide a work experience program for homeless and formerly homeless individuals to clean up trash impacted public space areas along the north coast in the Davenport area, as well as in Felton, in North Santa Cruz County. Since October 2018, participants removed a total of 23,484 gallons of trash, 8,069 gallons of recyclables and 163 hypodermic needles from the north county areas included in this project.

Analysis
To consolidate CFET funded work experience agreements with DST, HSD recommends renewing its CFET Work Experience contract with DST and adding the North County Cleanup Project component to the renewing contract, at a total amount of $277,133. The consolidated agreement will continue to focus on job training and work experience services for eligible individuals and CalFresh recipients experiencing or at-risk of homelessness. The performance for both work experience components of the proposed renewing contract will continue to be measured by the percent of participants who obtain employment after ending program services. Expanding services to include cleanup of trash impacted public spaces throughout the Emeline neighborhood in Santa Cruz is also being considered for implementation in the spring of 2020, and will come to the Board for approval prior to implementation. Additionally, the performance of the North County Cleanup Project will be measured by the amount of waste removed from trash impacted areas, as well as the percent of participants who become enrolled in CalFresh and eligible for CFET coverage during program participation.

In addition to approving this contract, HSD seeks the Board’s adoption of a resolution accepting unanticipated revenue in the amount of $389,963 into HSD’s FY 2019-20 budget. HSD was allocated these funds from the State’s CFET program, on the federal fiscal year calendar, as detailed in the attached resolution to accept and appropriate unanticipated revenue. These funds will provide the job training and work experience services for eligible individuals and CalFresh recipients experiencing or at-risk of homelessness, as described above, as well as fund another CFET funded contract already approved by the Board in June of this year as a Section II agreement in the annual Continuing Agreements List.

Financial Impact
The California Department of Social Services (CDSS) CalFresh Employment & Training allocation, as detailed in the attached resolution, along with Solid Waste & Recycling Education Program funds contributed by the Department of Public Works, and California Department of Health Care Services Realignment funds contributed by the Health
Services Agency’s Syringe Services Program, will fund the work experience services outlined in the attached contract. This agreement does not result in an additional General Fund contribution.

CalFresh Employment & Training No. 20W4054:
- DPW Index/GL Key: 625110-62330-P51028
- HSA Index/GL Key: 362210-95205
- HSD Index/GL Key: 392100-62381

The contract includes a federally required 50/50 match for direct participant costs. Match dollars are provided in part by the contractor, which are verified to be non-federal by HSD staff, and in part by the Health Services Agency as outlined in the attached contract.

Strategic Plan Element(s)
4.A, B, C (Sustainable Environment: Outdoor Experience, Natural Resources, and Local Conservation) - The North County Cleanup Project work as funded by DPW aligns with the County’s goals for supporting a sustainable environment by providing services that protect our County’s natural resources through proper recycling and refuse handling.

5.D (Dynamic Economy: Educational Opportunity) - HSD contracts with DST for CFET services that provide work readiness, on-the-job training, work experience and job retention services to CalFresh recipients experiencing or at-risk of homelessness, who have little or no work experience.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
- a  Contract 20W4054 Downtown Streets Team
- b  ADM-29 20W4054
- c  Resolution - AUD60 CalFresh Employment & Training Allocation
Recommended Action(s):
1. Accept and file a report on the Collective of Results and Evidence-based Investments contractors in year two and direct Human Services Department staff to return in October of 2020 with the next progress report;

2. Approve recommendations for the Set Aside funding process;

3. Direct Human Services Department staff to extend existing Set Aside Awards for one additional year in the proposed fiscal year 2020-21 budget; and

4. Approve re-allocation of $15,000 of available funds to the Community Action Board, an existing Collective of Results and Evidence-based Investments South County contractor.

Executive Summary
The Collective of Results and Evidence-based (CORE) Investments current funding cycle began in fiscal year (FY) 2017-18 and is now entering the third fiscal year. The Human Services Department (HSD) recommends the Board accept and file a summary report on the contractor progress in FY 2018-19. In addition, HSD requests the Board approve recommendations for the process of solicitation for the Set Aside funds and the re-allocation of available CORE Investments funds during the current funding cycle.

Background
The Collective of Results and Evidence-based (CORE) Investments is both a funding model and a movement designed to improve the well-being of county residents. FY 2018-19 was the second year of the CORE contracting cycle. At the end of each fiscal year in the funding cycle, contractors submit an annual progress report on the performance measurements in their contract and strengths and challenges experienced during the fiscal year. Staff assessed the progress reported by each program and identified themes.

During FY 2019-20 budget hearings, HSD was directed to return to the Board with recommendations for the administration of the CORE Investments Set Aside funds. The Board expressed concerns that the current manner of administering the funds is resource intensive and directed HSD to return with recommendations for process improvement.
On August 27, 2019 HSD was directed to return with recommendations for the use of unallocated funds for the remainder of the current CORE funding cycle.

Analysis

Contractor Progress
The attached report (Attachment A) includes the progress and trends of the funded program's capacity to measure and report and implement evidence-based programs as well as their impressions of the benefits of technical assistance. In general, most programs continue to have capacity to measure and report on their intended performance metrics in their Scope of Work and there is some evidence that suggests an improved quality of reporting. It was also found that programs are in the expected stages of implementation of evidence-based programs and have experienced successes in the area of quality assurance specifically as it relates to data collection. Challenges were also cited in implementation stages, mostly with operations related to staff turnover. Lastly, most programs reported accessing technical assistance and the majority noted that it increased their knowledge about evidence-based practices, and they were able to apply the information to their operations.

Set Aside
In response to the Board’s concerns and direction regarding the administration of the Set Aside funds, staff recommends that the disbursement of Set Aside funds take place every two-years instead of annually, consistent with County’s two-year budget cycle. To adjust to the biennial funding cycle and with the Boards’ authorization, the FY 2019-20 Set Aside awards to 19 agencies totaling $150,000 will be extended for one year through FY 2020-21, and the next solicitation of the Set Aside will coincide with the CORE Investment Request for Proposal process that will take place in the winter of FY 2020. In this integrated approach staff will release an request for proposals (RFP) for CORE Investments funds as well as a streamlined solicitation for the $150,000 Set Aside concurrently. Agencies may apply for both CORE Investments and Set Aside, however the Set Aside will be intended for projects or programs that are $5,000 to $15,000, stand-alone from the CORE Investments applications and can reasonably achieve objectives within two years.

Re-allocation of Funds
As directed by the Board on August 27, 2019, HSD staff has considered options for reallocation of CORE Investments funds of $15,000 due to the termination of the agreement with The Warming Center. Since these funds were originally awarded to provide homeless services in South County, staff recommends that the funding be used for the same purpose. On October 8, 2019, the Board received a report on the work of Focus Strategies, the consultants providing technical assistance on homelessness. One of the initial recommendations from Focus Strategies was to implement a systemwide diversion practice to help persons experiencing homelessness resolve their own homelessness situation by utilizing existing resources and relationships. HSD recommends using the unallocated funds to develop a purchase order with an existing CORE funded agency, the Community Action Board, who provides services to those who are experiencing homelessness and/or face issues of poverty in South County.
The funding will be used to implement the strategy of diversion in South County, as recommended by Focused Strategies.

**Financial Impact**
There is no financial impact.

**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:**
Ellen M. Timberlake, Director

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

**Attachments:**
- CORE FY 18-19 Annual Report
County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: County Administrative Office
(831) 454-2100
Subject: Report Back on Emergency Shelter Intake Sitation Site Selection
Meeting Date: December 10, 2019

Recommended Action(s):
1) Accept and file the report 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 a portion of the County Parking Lot at the Main Jail, located at 259 Water 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
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. City provision of replacement parking at no cost to the County or employees;
   b. 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-owned Main Jail parking lot site.

Executive Summary
The purpose of this memo is to provide the Board with an update on work 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 make a portion of the County parking lot located at 259 Water Street (the Main Jail Parking lot) available 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. The Board provided additional direction for staff to return on November 19, 2019 with a written plan with the City of Santa Cruz and providers to reduce impacts or relocate the North County emergency shelter shuttle site at Laurel and Front Street. Staff provided a deferral letter on the November 19th Agenda to develop a mitigation
plan with City of Santa Cruz staff. In addition to Board direction, the City of Santa Cruz requested that the Front and Laurel Street shuttle stop be relocated. This memo serves as the written plan in response to that Board directive.

The City of Santa Cruz parking lot located at Front and Laurel Street was identified in Fiscal Year 2018-19 by the City Manager’s Office (CMO) as one of several designated shuttle stations for the North County emergency shelter program. The parking lot is one of limited locations downtown where there is a public toilet available, which creates a natural draw for those experiencing homelessness, both those that are guests of the shelter program and those that are not. In addition to the general population that typically congregates at that location, shelter guests assemble there in the evening to board a shuttle which takes them to the shelter programs. In the morning, the shuttle stops are at Front and Laurel Street, the end of Felker Street and at Coral Street near the Housing Matters campus, but the majority of shelter guests exit at the Front and Laurel Street stop. The program expects that shelter guests do not loiter there during the day. The shuttle stop generally operates from 6-7:30 AM for morning drop off and from 5-7 PM for evening pick up.

**Analysis**

County, City, and TSA staff jointly developed operational criteria and specifications for alternative shuttle intake station locations that is provided as an attachment to this report. Based on the operational criteria and specifications, County Real Property provided a list of all County-owned property in the Santa Cruz downtown core that might be considered as alternative locations to the Front and Laurel Street shuttle station. The list included the following properties:

1. **701 Ocean Street**: County Government Center/Courthouse/Fleet/Parking Lots. 
   Assessment: The parking lots and open spaces meet operational criteria but a scheduled parking lot expansion project between 701 Ocean and San Lorenzo Park, scheduled to begin in early February 2020, makes this site challenging due to already planned displacement existing parking spaces by the construction project. The 701 Parking Lot Expansion Project is scheduled to be completed by early June and yield an additional 54 spots for County employee use.

2. **Blaine Street/Water Street**: 1) Main Jail/Employee Parking Lot or 2) Water Street Houses Lot. 
   Assessment: The Main Jail/Employee Parking lot meets operational criteria but would require replacement parking for employees. The Main Jail/Employee Parking Lot is consistently fully utilized by County employees during extended business hours from 7AM to 6 PM and although it has had flooding issues during heavy rain events, it does meet the general operational criteria and specifications. To make this option feasible, in addition to replacement parking, proposed shuttle station operations would necessitate additional staffing and security to mitigate potential impacts on County operations and employees.

The parking lot space associated with the County’s Water Street properties at , where the County’s Recovery Center operated by Janus is located, meets some of the location criteria but does not appear to have sufficient space for shuttle operations in terms of adequate turning space for the vehicle as well as storage
for shelter guests. Operational considerations for the Recovery Center also make this alternative challenging.

3. **842 Front Street**: Santa Cruz County Veterans Memorial Building.  
Assessment: Does not meet operational specifications and criteria as there are no associated parking lots or open spaces.

4. **118 Cooper Street/Front Street**: Museum of Art and History/Octagon.  
Assessment: Does not meet operational specifications and criteria as there are no associated parking lots or open spaces.

5. **126 Front Street**: Supportive Housing Facility.  
Assessment: Does not meet operational specifications and criteria as there are no associated parking lots or open spaces.

To date, the CMO has not identified City or privately-owned alternate sites within the City other than the Felker Street and Coral & Limekiln shuttle stations that are currently part of the shuttle system. At this time, CAO staff recommends proceeding with temporary sitting at the Main Jail/Employee Parking lot subject to negotiating and executing an agreement with the City including the key provisions discussed below. The City has expressed support for the use of a portion of the County's jail parking lot on the Blaine Street/Water Street property for a period of no more than six months, after which the intake/shuttle stop shall rotate back to a City-hosted location. The CMO has indicated a willingness to provide replacement parking spots at its River Street Garage at no cost for any County spaces that are displaced by this temporary use. The CMO proposes adding some basic infrastructure to the shuttle stop, including a fenced area, with a pop-up canopy for rain protection, a portable toilet and a Conex storage container. These measures would address community and client concerns about the lack of a shuttle station with protection from the weather and adequate storage for clients' belongings.

The addition of the proposed shuttle station infrastructure will require on-site staffing and security. Accordingly, there will be additional costs associated with the new shuttle station as the storage, fencing, lighting, sanitation and coverage from weather are not currently provided at Front and Laurel Street. Infrastructure and staffing for the more robust shuttle station, as proposed, are not currently included in the TSA North County emergency shelter contract budget or scope of work. Potential impacts to County and public areas in proximity to the shuttle station can be anticipated so increased security measures to ensure employee and public safety will be part of the operating model. Outreach and engagement of county employee groups about the proposed temporary use and associated questions, concerns, and mitigation ideas has been initiated and will inform further work with the City and TSA on the operational model.

To mitigate potential impacts of utilizing the Main Jail parking lot, it is recommended that the Board authorize the County Administrative Officer to negotiate and sign an agreement with the City of Santa Cruz 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 Main Jail/Employee Parking Lot for no more than 4-6 months with subsequent shuttle station to rotate to City-owned property.
• Provision of replacement parking spots by the City at the River Street Garage or other locations near the Government Center at no cost to the County or County employees.
• Implementation of a security and staffing 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 December, subject to execution of an agreement with the City and TSA capacity to operationalize the new location into existing shelter shuttle system operations.

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 determine appropriate share of costs.

Submitted by:
Carlos J. Palacios, County Administrative Officer

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
  a Shelter Intake Sites - Criteria Specs
Recommended Action(s):
Approve an interim lease agreement with Emeline Preschool Center for the County-owned property at 1080 Emeline Avenue in Santa Cruz, and authorize the Deputy CAO-Public Works Director to make non-monetary alterations to the lease as needed to expedite facility occupancy and execute the lease agreement.

Executive Summary
Emeline Preschool Center leases the 1030 Emeline building on the County Emeline campus. The 1030 building requires maintenance and remediation that will require the tenant to not occupy the building during the project. To ensure continuity of Emeline Preschool's non-profit public benefit operations, County staff are preparing an interim location at the 1080 Emeline basement for the preschool to utilize.

Background
In 2019, the General Services Department (GSD) performed unscheduled maintenance and repairs at the 1030 building on a restroom floor. Since that time, additional unscheduled repair and remediation needs have been identified including: an HVAC repair, roof replacement, and mold remediation. GSD has installed wall mounted heaters, purchased by Emeline Preschool, as a temporary measure to comply with licensing requirements while the HVAC is inoperable.

Due to the need to remove wall boards, the tenant cannot occupy the building during the remediation work. Emeline Preschool Center will remain open at 1030 Emeline until close of business on December 23rd, 2019 and the roofing, HVAC, and remediation work will commence in late December.

Analysis
All parties agree that executing a lease and continuity of the school's operation are high priorities. The attached interim lease will allow Emeline Preschool Center to occupy and license the interim location while the work is being performed at the 1030 Emeline building. It is anticipated that the work will take approximately one month to complete but the attached lease allows sufficient time should delays or the need for more extensive work be discovered. A new long-term lease with Emeline Preschool Center is under development for the 1030 Emeline building and it is anticipated that rental revenue from the lease will recoup these maintenance and remediation costs. Staff will return to the Board for approval of this new lease in January 2020.
The Board of Supervisors is authorized under California Government Code §26227 to lease unused County-owned properties to nonprofit organizations to meet the social needs of county residents. A lease for the interim location is necessary for Emeline Preschool Center to occupy and license the interim site. The portion of the 1080 building being leased isn't and won't be needed for County purposes during the interim lease term.

Financial Impact
The cost for these improvements will be recouped through rent payments, pending a long-term lease agreement with Emeline Preschool Center. No additional General Fund resources are requested to accomplish the improvements.

Strategic Plan Element(s)
6.C (Operational Excellence: County Infrastructure) - Improvements to the 1030 Emeline building supports efforts to responsibly maintain County assets in support of community goals.

Submitted by:
Carlos J. Palacios, County Administrative Officer, Matt Machado, Deputy CAO, Director of Public Works

Recommended by:
Carlos J. Palacios, County Administrative Officer

Attachments:
a Emeline Preschool Center 1080 Emeline Lease
County of Santa Cruz Board of Supervisors
Agenda Item Submittal

From: Human Services Department: Community Programs
(831) 454-4130
Subject: Child Care Developer Fee Annual Report
Meeting Date: December 10, 2019

Recommended Action

1) Accept and file the annual Child Care Developer Fee report; and

2) Direct Human Services Department staff return to the Board with the annual Child Care Developer Fee report for FY 2019-20 in December 2020.

Executive Summary

The Human Services Department (HSD) is requesting the Board’s approval of the annual Child Care Developer Fee report (CCDF) for FY 2018-19 (County Code Section 15.04). The State of California Mitigation Fee Act/AB 1600 (at Gov.C §§ 66001(c), 66006(b)(1) stipulates that each local agency that requires payment of a fee make information publicly available each year within 180 days after the last day of the fiscal year. This report describes the type of fee collected, the amount, and how the fee was expended during the reporting period.

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 enhance the supply of licensed child care in Santa Cruz County.

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 documented and quantified 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. The nexus report also outlined information that should be included in the public CCDF annual report:

- A description of the type of the fee and the amount of the fee;
- The beginning and ending balance of the fund;
- The amount of fees collected and interest earned;
- Identification of the improvements constructed;
- The fees expended to construct the improvement;
- The percentage of total costs funded by the fee;
- The approximate date by which any construction of public improvement will commence if the County determines that there are sufficient funds to complete an incomplete public improvement; and
- A description of each interfund transfer or loan made from the account.

### Analysis

The CCDF annual report below covers the reporting period of FY 2018-19. The information provided in this report reflects the requirements as outlined in the State of California Mitigation Fee Act/AB 1600.

There was no distribution of funds during FY 2018-19.

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<tr>
<td>7</td>
<td>Approximate date construction of public improvement begins if sufficient funds to complete an incomplete public improvement</td>
<td>N/A</td>
</tr>
<tr>
<td>8</td>
<td>Description of interfund transfer or loan made from the account</td>
<td>N/A</td>
</tr>
</tbody>
</table>

CCDF funds were distributed through the Child Care Developer Fee Loan application process in FY 2019-2020. Next year's report will include information regarding those awards.
Financial Impact
Revenue collected from the CCDF is available through the CCDLP Trust Fund, and this report does not result in an additional General Fund contribution.

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

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: Accept and File Report regarding Family Section 8 Vouchers
Meeting Date: December 10, 2019

Recommended Action(s):
1. Accept and file the Section 8 preference for families experiencing homelessness status update;
2. Accept and file the status update on assisting families with minor children who become shelter clients; and
3. Direct the Human Services Director to continue working with the Housing Authority of Santa Cruz County on the development of a Section 8 preference for families with minor children experiencing homelessness.

Executive Summary
On October 8, 2019, the County of Santa Cruz Board of Supervisors (Board) directed the Chair of the Board to send a letter to the Housing Authority of Santa Cruz County (Housing Authority) requesting the Housing Authority Board adopt a limited Section 8 preference for families with minor children experiencing homelessness. On November 5, 2019, the Board of Supervisors directed the Health Services Agency and the Human Services Department (HSD) to actively assist any shelter clients with minor children within two days of them becoming a shelter client. This memo provides an update on actions taken since the Board gave both directions.

Background
The Housing Authority administers the Housing Choice Voucher program, also known as Section 8, for Santa Cruz County. These vouchers provide ongoing rental assistance to low-income individuals and families. According to the 2019 Santa Cruz County Point-in-Time Count, there were 122 families, comprised of 419 members, experiencing homelessness in the county on a given day. On October 8, the County of Santa Cruz Board of Supervisors directed the Chair of the Board to send a letter to the Housing Authority requesting the adoption of a limited Section 8 voucher preference for families with minor children experiencing homelessness. Since the Board’s direction, the Human Services Department (HSD) has been working with the Housing Authority to identify opportunities for a Section 8 voucher preference for families experiencing homelessness.

Since October 1, 2019, the HSD has been the lead agency for the countywide homeless Coordinated Entry System, locally known as Smart Path to Housing and Health (Smart Path). Through Smart Path, persons experiencing homelessness complete a single uniform assessment to be considered for housing assistance through participating programs. Completed assessments are used to prioritize participants for scarce housing resources based on vulnerability and need.
Analysis
Section 8 Family Voucher Preference
Housing Authority staff have initiated a discussion with their Board of Commissioners about the request for a waiting list preference for homeless families. In discussions about the proposed preference, the Housing Authority Board directed staff to consider factors including potential fair housing issues, impact to current waiting list applicants, and availability of supportive services. Housing Authority staff consider supportive services to be a critical component of voucher preferences for persons exiting homelessness. Therefore, the availability of supportive services will be a primary factor of consideration, and the availability of vouchers may be contingent on the availability of services. HSD is exploring funding opportunities to provide support services for participating families.
Housing Authority staff will make a recommendation to the Housing Authority Board of Commissioners at its regular December meeting. The Board of Commissioner’s decision will be incorporated into the draft Administrative Plan the following month. The Housing Authority’s Board of Commissioners will make its final decision on the proposed Section 8 preference with the adoption of the Administrative Plan in March 2020. HSD will provide an update to the Board in April 2020 on the final decision of the proposed Section 8 preference and the identification of support services for participating families.

Assistance for Families in Shelters
Families who are experiencing homelessness and staying in a shelter in Santa Cruz County are invited to complete a Smart Path Assessment administered either by shelter staff or by a Smart Path Roaming Assessor, as applicable. During the Smart Path assessment process, based on their situation and need, participants are referred to other resources including County benefit programs.

Financial Impact
The proposed actions do not result in additional General Fund contributions.

Strategic Plan Element(s)
Attainable Housing: Expand services to reduce homelessness and increase housing stability. The proposed Section 8 preference will prioritize limited housing vouchers for families with minor children experiencing homelessness towards reducing homelessness and increasing housing stability. Families residing in homeless shelters who complete a Smart Path Assessment will be considered for housing programs as vacancies occur.

Submitted by:
Ellen M. Timberlake, Director

Recommended by:
Carlos J. Palacios, County Administrative Officer