

Housing for a Healthy Santa Cruz

# Six-Month Work Plan Update

## January – June 2021

A Strategic Framework for Addressing Homelessness in Santa Cruz County



Board of Supervisors Presentation – August 10, 2021

Robert Ratner, MPH, MD

Director, Housing for Health

County of Santa Cruz Human Services Department



# Presentation Overview



Context:  
How We Got Here



Board Policy &  
Program Updates



Strategic Framework  
and Progress on Goals



Next Six-Month  
Work Plan



First Six-Month  
Work Plan



Questions and  
Discussion

*“Great things are not done by impulse, but by a series of small things brought together.”*  
— Vincent Van Gogh



# Context: How We Got Here

**November 2020:**

Board receives  
DRAFT Strategic  
Framework

**March 2021:**

Board adopts  
Framework

**December 2020:**

Survey and  
community  
feedback on  
DRAFT Framework

**April – June  
2021:**

Four cities  
approve  
Framework



# Strategic Framework: Goals

- **50% decrease** in unsheltered homelessness
- **25% decrease** in overall homelessness

**2019**

**307**  
Sheltered  
Households

**1,098**  
Unsheltered  
Households

**1,405**  
Total Homeless  
Households

**2024**

**485**  
Sheltered  
Households

**549**  
Unsheltered  
Households

**1,034**  
Total Homeless  
Households




# Strategic Framework: Getting There

8-Year Housing Goal Targets (RHNA)  
End Date: 12/31/2023

Jurisdiction	Very Low Income % Complete
Capitola	0 of 34 (0%)
Santa Cruz	12 of 180 (6.7%)
Santa Cruz County	43 of 317 (14%)
Scotts Valley	0 of 34 (0%)
Watsonville	21 of 169 (12%)
	<b>76 of 734 units (10%)</b>



 **Very Low Income** for a family of four is \$39,700-\$66,200/year



# Strategic Framework: Getting There

Measure	Emergency Shelter		Transitional Housing		Rapid Rehousing*		Permanent Supportive Housing**	
	FROM	TO	FROM	TO	FROM	TO	FROM	TO
Reduce Length of Stay (in days)	76	60	413	250	281	180	N/A	
Increase Rehousing Rate	21%	40%	66%	80%	62%	85%	N/A	



## Temporary Housing Beds



## Rapid Rehousing Slots

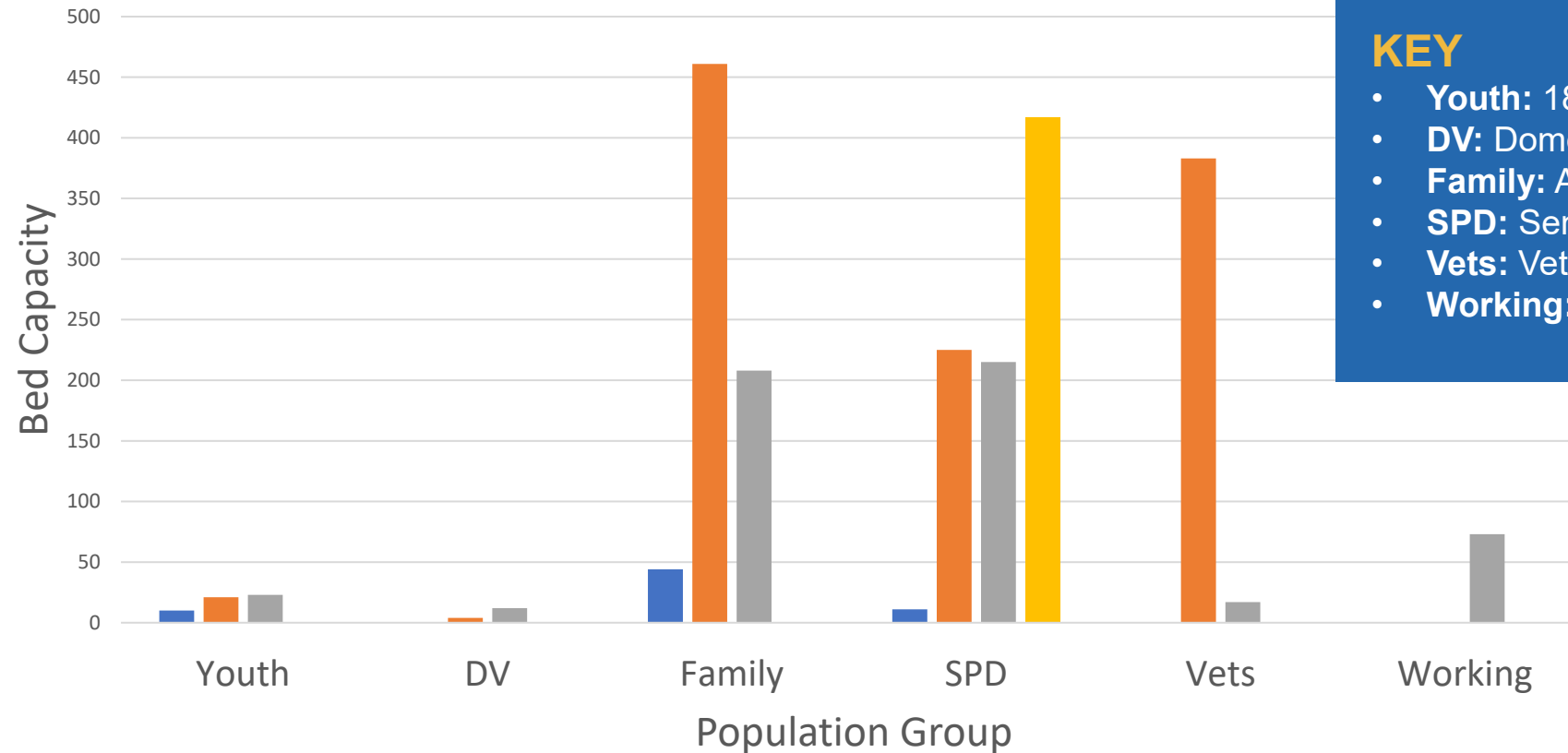


## Permanent Supportive Housing Slots



# System Housing Capacity

Relative Housing Capacity (from HUD Inventory Chart 2021)



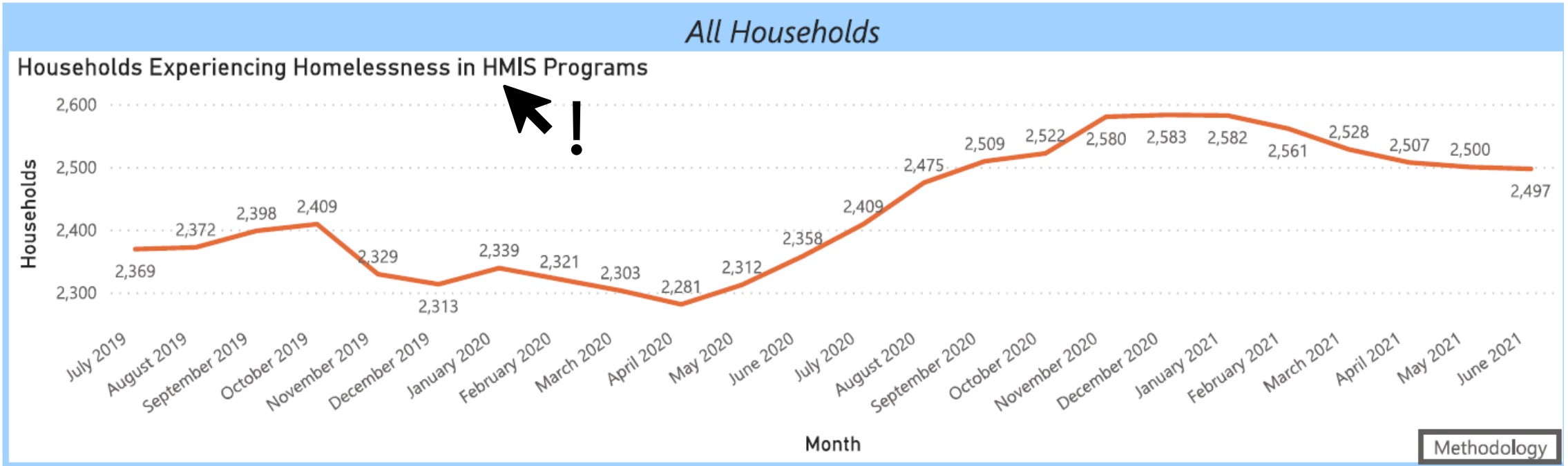
## KEY

- Youth: 18-24 y/o
- DV: Domestic Violence
- Family: Adults + Children
- SPD: Seniors and Persons with Disabilities
- Vets: Veterans
- Working: Working-Age Adults – 25-64 y/o

■ Permanent - Building ■ Permanent - Voucher ■ Temporary ■ Temporary - COVID



# Progress on Goals - Overall



	Jan. 2024 PIT Goal	Jan. 2019 PIT Count	April 2021 (Full Month) HMIS
<b>Sheltered</b>	485	307	1,784
<b>Unsheltered</b>	549	1,098	723
<b>Total</b>	1,034	1,405	2,507

→ # enrolled in an HMIS housing program





# First Six-Month Work Plan

42 of 43 milestones partially or fully completed

## Significant Accomplishments:

- Homeless Action Partnership (HAP) new governance charter for 2022
- Homeless Management Information System (HMIS) management transfer and data dashboards
- Launched “Rehousing Wave” for COVID-19 shelter guests
- Partnership Agreements with the Housing Authority of the County of Santa Cruz



# Board Policy Goal (2/2/2021): No Unsheltered Families with Children by 2022

- **HMIS (2019-2021):**  
280-330 families/month and  
30-70 unsheltered
- 5 to 20 families/month exit  
to permanent housing (PH)

To ensure all sheltered by  
2022, 30-70 **new shelter slots**  
or faster/more exits to PH



- Creating new shelter capacity  
requires land/property, shelter  
units, operator and one-time  
setup resources (\$6M - \$42M  
one-time depending on many  
variables)
- \$80-\$100/day/unit to cover  
operating costs =  
\$876,000 - \$2,555,000/year



# Board Policy Goal (3/9/2021): 120 Emergency Housing Units - Unincorporated

- Parcels and properties available
- Land use plan and approval, operator, and **resources** needed for implementation



## Estimated One-time Setup Costs

- Setup costs highly dependent on proposed use
- Safe parking one-time estimate \$120,000
- Low-barrier, non-congregate, hotel-like setting up to \$72M

## Estimated Annual Operating Costs

\$1.7 - \$4.3M/year



# Board Program Update: Smart Path (Coordinated Entry)

Measure	Outcome Goal	Actual FY 20/21	FY 20/21	Number of Days
New Smart Path Assessments	800	938	Average number of days between completed assessment and housing referral	168
Housing Program Referrals	360	327		
Referrals leading to Transitional Housing	60	10	Average number of days from receiving a housing referral to moving into a permanent housing unit	278
Referrals leading to Permanent Housing	70	84		

## Smart Path – Coordinated Entry Redesign – Part of Next Six-Month Plan

- Housing Problem Solving and Assessment for Action
- Inventory-Based Prioritization and Matching
- Population Based Working Groups
- Alignment and Partnership with Other Systems



# Board Program Update:

## Housing Problem Solving/Homeward Bound

### In FY 2020-2021

- \$50,000 budget
- 36 households (60 people) served
- 6 households moved to permanent housing outside of Santa Cruz County

Cost Category	Amount Spent	# of Households Served
Security deposits	\$26,485	25
First month of rent	\$18,411	22
Move-in expenses: furniture, supplies, etc.	\$3,279	3
Out of County Transportation	\$791	4
Food Assistance	\$354	2
<b>Totals</b>	<b>\$49,320</b>	<b>36</b>



# Board Program Update: Rehousing Wave and COVID-19 Sheltering

## COVID-19 Shelter Expansion

- 1x Fed/State Funds = +370 shelter units
- FEMA \$\$ end Sept. 30, 2021
- Programs ending July – Dec.'21
- 269 households (304 people) remain

## Rehousing Wave

- 3 teams now serving 140, with 15 housed
- 330+ vouchers/subsidies
- Real estate partnership program
- Flexible rehousing \$\$
- Biggest Challenge = Finding Housing in Private Market



# Six-Month Plan (July – December 2021)

- Prevent homelessness : “[Housing Is Key](#)”
- Secure federal/state \$\$ to secure housing with needed supports
- Maximize exits to permanent housing from COVID and other shelter programs
- Implement one or more multi-disciplinary street outreach teams
- Using data to improve performance and increase partnerships
- Smart Path/Coordinated Entry redesign planning
- Prepare to implement new governance structure in 2022
- Continued focus on Family and Veteran “Getting to Zero”



# Questions & Discussion

*I don't **think** homelessness can be solved. I **know** homelessness can be solved. This is our cause. This is our calling. Let us rise to the challenge and make California stand as an exemplar of what true courage and compassion can achieve. Let's go to work.*

- **Governor Gavin Newsom**  
State of the State Address,  
February 2020

