

## ATTACHMENT 2

### Encampment Resolution Funding Program Cover Page Sheet

**1. Applicant and Implementing Organization:**

*Applicant:* County of Santa Cruz

*Implementing Organization:* County of Santa Cruz Human Services Department

*Specific unit or office within the implementing organization:* Housing for Health Div.

*Imp. Org's Address:* 1000 Emeline Ave., Santa Cruz, CA 95060

*Imp. Org's Tax ID Number:* 94-6000534

**2. Project Director:**

Monica Lippi, Housing for Health Manager

(831) 454-4108

[Monica.lippi@santacruzcounty.us](mailto:Monica.lippi@santacruzcounty.us)

**3. Grant Administrator:**

Megan Park, Accountant III

(831) 454-4184

[Megan.park@santacruzcounty.us](mailto:Megan.park@santacruzcounty.us)

**4. Contact person for application, if different than Project Director:**

Robert Ratner, Housing for Health Director

(831) 454-4925

[Robert.ratner@santacruzcounty.us](mailto:Robert.ratner@santacruzcounty.us)

**The applicant certifies that, to the best of his or her knowledge and belief, the data in this application are true and correct.**

Name of Authorized Official

Print: Robert Ratner

Signature: 

Date: 12/29/2021

**Encampment Resolution Funding Program:  
Santa Cruz County Housing Pathways Scholarship Program**

*Part 1: Implementation Unit Structure and Capacity*

In November 2020, the County of Santa Cruz established a new Housing for Health Division (H4H) within its Human Services Department. This new Division will coordinate the implementation of the proposed Encampment Resolution Funding (ERF) Program – “Housing Pathways Scholarship Program (HPSP).” The new Division is a byproduct of a multi-year, county-wide planning effort that resulted in the development of a three-year strategic framework for addressing homelessness. The framework, known as “[Housing for a Healthy Santa Cruz](#),” established goals for the creation of the new Division and a regional coalition focused on preventing and ending homelessness. The Santa Cruz County Continuum of Care (CoC), known as the Homeless Action Partnership (HAP), designated H4H to staff the CoC, as well as serve as the Homeless Management Information System (HMIS) and Coordinated Entry lead entity. For the first time in the history of the County, all these responsibilities reside under the management of a single entity.

The mission of H4H is to promote strong collaborative action to ensure all residents within the County have stable, safe, and healthy places to live. The H4H name reflects an intention to create strong, ongoing partnerships with other County departments, especially Health Services and Planning/Housing. The Division has a countywide geographic scope and maintains strong working relationships with the city manager offices in the county’s four incorporated cities.

The Housing for Healthy Santa Cruz framework articulates a strategic goal to enhance collaborative efforts related to encampment response between the county and local city jurisdictions. H4H staff gathered encampment response protocols from other communities and drafted an initial proposed protocol for use in planning with the cities of Watsonville and Santa Cruz. The parties intend to formalize mutually established protocols for supporting people living in encampments and addressing public health and safety issues impacting both housed and unhoused individuals. To support this process, the cities of Watsonville and Santa Cruz and the H4H team participate in a state-supported 100-day rapid results challenge to improve efforts to address encampments. Santa Cruz County is one of five California counties participating in this statewide collaborative.

The H4H structure includes a Division Director, two senior H4H managers, program and data analysts, field-based coordinated entry housing problem solving staff, and a permanent supportive housing strength-based care management team. One senior manager oversees targeted homelessness prevention, coordinated entry, outreach and engagement programs, housing problem solving, and shelter and transitional housing programs. The other senior manager oversees rapid re-housing and permanent supportive housing programs, program data and evaluation, and HMIS implementation. Both senior managers will support the proposed HPSP.

Our proposed HPSP builds on existing partnerships with the County's Health Services Agency, its Homeless Persons Health Project (HPHP), and Behavioral Health Division (BHD). It builds from a network of community-based organizations serving people experiencing homelessness. The BHD recently secured a two-year, \$3 million,

federal Substance Abuse and Mental Health Services Administration (SAMHSA) grant for behavioral health enriched outreach and time-limited care management services for people experiencing homelessness struggling with behavioral health conditions. Mental Health Services Act Innovation funds have been secured to sustain and expand positive elements of the new SAMHSA-funded outreach and care management effort.

The SAMHSA grant will fund two interdisciplinary outreach teams serving the cities of Watsonville and Santa Cruz. The new team working in the City of Santa Cruz will support and make referrals into the proposed HPSP.

The HPSP represents an innovative modification of traditional rapid re-housing programs combined with evidenced-based strength-based care management services. Rapid re-housing programs traditionally offer care management, housing navigation and tenancy sustaining services, coupled with time-limited housing subsidies and income growth support. The traditional model focuses on supporting participants to sustain housing in market rent units over time. The amount of time-limited housing subsidy funding available rarely gets disclosed to participants.

The HPSP proposes an innovative approach that offers a defined “Housing Pathways Scholarship” amount that participants can use over a defined time-period not to exceed twenty-four months. This approach shifts rental subsidy only funding into a more flexible resource to help participants define personal investments to help them secure and maintain housing. Care managers trained and supported in participant-centered and strength-based approaches will develop collaborative “Scholarship” investment plans with participants. Peer participant groups will come together to support each other in developing personalized investment and rehousing plans.

The County and H4H have existing infrastructure to support this innovative model. H4H has invested in developing strength-based care management as a foundational service model through an ESG-CV funded training, consultation, and coaching contract with the California Institute for Behavioral Health Solutions (CIBHS). This training and implementation support will extend to the proposed new HPSP. The SAMHSA grant includes resources to support training in Intentional Peer Support that will help with implementation of peer support circles for HPSP participants. H4H maintains contracts with a local nonprofit, the Community Action Board (CAB), that involve management of flexible funding for participant needs. This includes a California Homeless Housing, Assistance and Prevention (HHAP)-supported flexible rehousing fund. The fund covers expenses such as housing application fees, security deposits, furnishings and household items, utility start-up costs, and other needs. This existing infrastructure will support HPSP implementation.

H4H benefits from close working relationships with Human Services Department colleagues overseeing employment and public benefits, adult and long-term care, and family and children's services. Partnerships with other Divisions include collaborative work on California Department of Social Services Housing and Homelessness Programs including the CalWorks Housing Support Program (HSP), Housing Disability Advocacy Program (HDAP), Bringing Families Home, Transitional Housing Placement (THP), and Home Safe. H4H staff work closely with colleagues in the Health Services Agency and with our local Medi-Cal managed care plan on the transition to California Advancing and Innovating Medi-Cal (CalAIM). The new BHD-funded outreach teams and proposed HPSP will link with and benefit from these other programmatic resources.

## *Part 2: Prioritized Encampment Site and Population to be Served*

The H4H Division, cities, and Continuum of Care (CoC) Board worked together to identify the highest priority area for encampment resolution in the County. All parties agreed to focus efforts on the open space areas and parks along the San Lorenzo river in the City of Santa Cruz. The Santa Cruz Riverwalk stretches between 2.5 to 3 miles from just north of the intersection between Highway 1 and 9 down to the Monterey Bay near the Santa Cruz Beach Boardwalk. Within this area, the partners anticipate focusing on San Lorenzo Park where the City provides hygiene and other supports to around 100 unhoused people. The park is situated between the County government center and downtown business district.

Outside of the city-supported area, additional people began establishing informal and unmanaged clustered camps along the river. The estimated size of all these collective camps has varied over time with current estimates in the 200–250-person range. Estimates come from local law enforcement and city staff counts. The 2019 Point-in-Time count of people experiencing homelessness indicated this geographic area had a high concentration of unhoused individuals.

Outreach providers in the community do not currently collect data in a consistent fashion and shared data system, making it difficult to know accurate demographics of those sleeping in this area. Anecdotal information from city staff, law enforcement, and outreach providers indicates those in the area are primarily middle to older age adults with multiple physical and behavioral health challenges. Young adults and families identified in the encampment area typically get linked with resources quickly and do not remain as long.

Most of the individuals residing in the area sleep in tents of various sizes with some additional rain canopies and tarps. Portions of the park are in a flood-plain zone and the large number of people sleeping near the river raises concerns about water safety and pollution.

This location is being prioritized because of its size, flood risks, water safety concerns, and the increasing size of the camps. A recent flooding event of the encampment made national and international news, including photos published on the front page of the *Los Angeles Times*. There have been recent reports of farm animals in addition to other unique pets in the area raising additional health and safety concerns. Concerns about illicit drug dealing and use and improperly disposed of syringes and needles remain a community concern. The estimated number of unhoused people in this location represents just under 18% of the estimated unhoused people countywide in 2019. Collaborative and effective action between the County, City, and nonprofits to support those in this area can have a demonstrable impact on unsheltered persons in the County. Focused outreach and services to those living in the area will create a better understanding of their background, needs, and personhood. Effective practices developed here can be utilized in other parts of the County.

### *Part 3: Core Service Delivery and Provision of Housing Options*

The proposed services for individuals living in the targeted area will build off the newly funded interdisciplinary outreach teams supported by HPHP and BH funding. The team working in the City of Santa Cruz will include a public health nurse, mid-level medical and psychiatric practitioners, three care managers, one peer advocate, and additional clinical and administrative support. The team will focus on regularly

scheduled visits to designated sites and in-depth follow-up with specific individuals using an evidenced-based practice known as Critical Time Intervention (CTI). Integrated physical and behavioral health services, including medication-assisted treatment for addiction, will be provided by staff from the HPHP street health team and partnering agencies. Narcan and harm reduction resources will be provided to address increasing rates of overdose related harms and death among homeless persons in the County. Outreach team care managers and peer advocates will work together with individual participant households and serve 60-80 households at a point-in-time through focused time-limited, phase-based work to help individuals secure public benefits and income, needed ongoing health care services, housing problem solving work, and access to interim or permanent housing programs when available. The outreach teams will work with people for 60-90 days on average and link those with longer-term needs and challenges to available resources, including the proposed HPSP.

All individuals served will get linked with the local coordinated entry system for people experiencing homelessness. Currently, the system prioritizes limited shelter bed capacity for unsheltered individuals with high COVID disease risk due to age or chronic health conditions. Second level priority is given to individuals living in unsafe encampments. Eligible and prioritized participants gain access to population-specific rapid re-housing and permanent supportive housing resources without pre-conditions regarding services participation or provider-defined readiness. Santa Cruz County secured newly available Housing Authority and CoC permanent housing voucher resources for people experiencing homelessness in the past 12 months. Some of these vouchers will be available for eligible households. Not all individuals living in the



encampment area will get access to permanent or temporary housing resources due to the level of community need, local prioritization factors, and limited availability.

The HPSP will offer flexible “scholarship” funding and strength-based care management for 65 individuals identified and referred by the SAMHSA-funded interdisciplinary outreach team. The outreach team will launch in early 2022 and begin working with individuals in the identified targeted encampment area. This outreach will help create a more robust picture of the needs of those living in the area and begin the process of relationship-building and linking them with available resources. Those unable to get linked with resources and that meet HPSP eligibility criteria can be linked to the new program as soon as it launches.

The proposed HPSP will focus on serving people that meet eligibility criteria for CalAIM enhanced care management but cannot enroll due to provider capacity or eligibility issues. CalAIM eligibility criteria includes current Medi-Cal managed care enrollment, homelessness, and living with at least one complex hard to self-manage health need that could benefit from care coordination. CalAIM will become a new managed care Medi-Cal benefit in 2022. However, local health care and housing system provider capacity to serve people experiencing homelessness will be limited. The proposed HPSP model is intended to support local provider capacity development for CalAIM and to expand overall service and housing capacity.

The HPSP concept begins with an assumption that participants can develop rehousing plans with providers more effectively if they have knowledge of the financial resources available to them early in the helping relationship. Within Santa Cruz County, HMIS data indicates that less than 20% of participants in shelter programs currently exit

to permanent housing with average lengths of stay just over four months. Four-month shelter stays in Santa Cruz County cost between \$9,600 and \$12,000. Average lengths of participation in rapid re-housing programs are just over 13 months with costs ranging from \$24,000 to \$36,000 per household. As an alternative to shelter and rapid re-housing, the HPSP proposes offering individuals \$16,000 of upfront flexible funding to invest in ways that will help the person obtain and sustain housing. Dollars can be used over a two-year period but can be utilized over a shorter time frame if needed, as funding plans will be tailored to meet the specific needs of those served. Funds will be utilized to support personalized rehousing plans developed in collaboration with care managers and peers. Strength-based care management involves field-based services with at least weekly contact with participants, low provider to participant ratios, the development of a strength assessment, and a personal goal and rehousing plan. The plans will include the proposed use of Scholarship funds to support a participant's goals. Community Action Board, a local nonprofit, will manage the Scholarship funds and track financial investments made within HMIS. The effort will track services provided, participant feedback on the quality of services, and key performance metrics in HMIS. Established H4H performance metrics focus on housing status, income, employment, public benefits access, health insurance and health care access, and initial measures of social connection.

Rehousing plans will focus on three central areas that contribute to housing access and stability challenges: 1) Housing Affordability Gap; 2) Connections and Actions; and 3) Leaving History in the Past. Multiple research studies have found the gap between regional incomes and housing costs is a primary driver of homelessness.

For low-income individuals living in high-cost housing markets such as Santa Cruz, there are only a few options for closing the housing affordability gap. People can work to increase their income by securing public benefits, education, and employment. They can move somewhere more affordable. They can live with others to combine incomes or they can apply for limited affordable housing opportunities and wait.

Housing access and stability is influenced by social relationships, the ability to comply with lease or home ownership expectations, and the ability to complete daily living tasks required for residential stability. Health and behavioral health issues can interfere with social relationships and housing daily living tasks such as paying bills, preparing meals, and keeping a housing unit clean. Finally, issues in someone's past can interfere with their ability to secure housing now. According to one informal study, people with criminal backgrounds are 10 times more likely to experience homelessness than the general population. Debt and credit issues, lack of prior rental experience, and other historical barriers can make it challenging to exit homelessness. Flexible funds coupled with support from care managers, peers, and other support team members can help address these issues and create new potential pathways for returning to housing.

Since HPSP referrals will come through the SAMHSA-funded outreach team, HPSP participants will have been enrolled in the SAMHSA project that includes a robust federal research and evaluation protocol. The SAMHSA project is expected to serve between 150-200 individuals in the City of Santa Cruz over the two-year course of the grant. A subset of individuals participating in the SAMHSA project will get referred to HPSP. This structure provides an opportunity for a natural experiment and

observational study to understand the impact of the HPSP on provider, participant, and community outcomes.

Health and safety issues in the encampment area will be addressed through city interventions in collaboration with county environmental health, when necessary. The City of Santa Cruz will work to implement an encampment closure procedure in concert with health, housing, and human service outreach teams and providers. The procedure will involve providing verbal and written notice to those living in encampments, offering resources and support to exit to alternative safe locations, and protocols for storing abandoned personal belongings and how people can retrieve them. Once the area is cleared the City will secure the property with fencing, noticing, and consistent enforcement of expectations, and will restore the park to its original state. Funding for HPSP will increase the probability outreach teams can link people with long-term resources to support their health, wellness, and paths to permanent homes.

#### *Part 4: Coordination of Services and Housing Options*

The HPSP reflects a model focused on deepening relationships with unhoused individuals to better understand their perspectives on barriers to housing and what solutions they might propose for their pathway back to housing. It also involves deepening partnerships to support individuals on their path. Through the work of the outreach team and the new HPSP, providers and members of the community will have an opportunity to develop a better understanding of the unique personal stories of those living in the encampment area. What is their narrative on why they are houseless? What is the demographic picture of those in the area? What are their personal goals and how can the community support them? This information can help partners distill

themes from the data and stories to inform the explicit partnerships necessary to support positive change.

Funding support for HPSP can help solidify and inform coalition building between unhoused people, multiple jurisdictions, health, housing, and human service systems, government and non-profit operated programs and services. Foundational work has taken place over the past year to support the proposed HPSP effort. The City of Santa Cruz and H4H established twice per month coordination meetings. The Santa Cruz City Council adopted a resolution in support of the County application for ERF funding. The local CoC board voted unanimously to express their support of a County ERF-application and the innovative concept of a Housing Pathways Scholarship Fund. The BHD supports linking their new interdisciplinary outreach team with the proposed HPSP. Letters of support highlighting these commitments are included with this application.

The new outreach team includes HPHP medical and behavioral health staff coupled with care managers and peer advocates from Front St., Inc. a behavioral health services and housing agency. All these resources are provided in-kind to the overall effort. ERF supported HPSP staff will work for one of the current entities providing H4H strength-based care management services. ERF funds will support H4H program coordination staffing and CAB programmatic and fiscal management of scholarships. This effort will entail linking staff with a data integration platform known as Activate Care so front-line staff can have access, with participant permission, to both physical health, behavioral health, and HMIS data. The integration of data will help with care coordination and communication across systems.

All staff will receive training and support from H4H in housing problem solving and the use of HMIS. Staff members will participate in the development and implementation of an HMIS outreach module that allows for tracking geographic specific information. This information will help inform service providers and policy makers on the needs of unsheltered individuals in specific locations. The outreach module is intended to provide a vehicle for other agencies, including law enforcement, to share information to providers of support services without compromising the privacy of sensitive participant information. The HMIS system will capture HPSP financial and service information.

H4H coordinates with other Divisions in Human Services. For the ERF effort, the Employment Benefits and Services Division will help provide information, linkage, education, and outreach supports to help participants access public benefits and employment resources. This Division helps coordinate Social Security disability advocacy support for those needing assistance applying for disability benefits. The Adult and Long-Term Care (ALTC) Division will help train staff and participants on the In-Home Supportive Services (IHSS) program for people with functional impairments in need of additional supports. IHSS presents an employment opportunity for some individuals able to provide care and support to those that need it. H4H plans to work with ALTC on pathways to start the IHSS application process prior to individuals securing permanent homes.

The range of partners involved in this project will help mitigate and address the health and safety needs of people living in the target area. The collaborative effort includes experts in human services, behavioral health, physical health, and housing.

The HPHP maintains an active partnership with the local Harm Reduction Coalition that focuses on education and outreach to prevent severe harm from addiction, including Narcan education and kits, clean needles, and needle disposal resources. HPHP also has clinical staff capable of providing medication assisted treatment (MAT) for those with opiate addiction. Field-based health services reduce the risk of harm by detecting problems earlier and helping people access urgent or emergency care when needed. H4H and BHD have funding resources to help unhoused individuals with basic needs, such as, clean water, food, clothing, and hygiene supplies. The BHD has an existing mental health liaison partnership with the city police department in the event of a behavioral health crisis that requires both clinical and law enforcement support. Human Services provides expertise and resources in cases of abuse or neglect of children, adults with disabilities, and older adults.

Partners involved in this project collectively have access to three key health, housing, and human service data systems utilized in Santa Cruz County. These data systems come together in a Medi-Cal Whole Person Care Program demonstration project platform known as Activate Care. Activate Care is a software service package utilized by the Santa Cruz Health Information Organization (SCHIO). SCHIO is a nonprofit organization acting as a local Health Information Exchange (HIE) entity. Providers in this collaborative effort will receive training and access to this SCHIO supported platform.

The HMIS system will be the system of record for tracking HPSP performance metrics. The Human Services business analytics team in collaboration with H4H have developed HMIS performance metric reports to track program outcomes over time.

## *Part 5: Ensuring Dignity, Safety, and Wellness*

Individuals involved in writing the BHD funded proposals for the new interdisciplinary outreach program have personal, lived experience with homelessness. In addition, individuals from the county Mental Health Board and MHSA planning group were consulted in the original application preparation and program design. Both entities include family members and consumers with lived experience of serious mental health struggles. The CoC board includes a person with lived experience. She expressed strong support for innovative approaches that provide participants more flexibility and choice.

The new interdisciplinary outreach team structure includes a peer advocate position connected to broader efforts to train and support peer specialist positions throughout the behavioral health care system. These staff will receive training in the Intentional Peer Support model. H4H senior managers participate in a national HUD-sponsored technical assistance effort known as Partnering with People with Lived Experience. Recommendations stemming from this work include pursuing a variety of approaches to creating ongoing engagement and feedback opportunities for people with lived experience, including hiring individuals to help with program evaluation.

Outreach staff serving people living in the targeted encampment area will focus on engagement, relationship building, connecting individuals to appropriate health, housing, and human service resources, assisting with pursuing personal goals, and supporting the inclusion of their voices in efforts to maintain health and safety during any camp closure process. The HPSP model utilizes strength-based care management approaches and centralizes work on directing resources to areas identified as



personally helpful for an individual household. Individual perspectives on helpful resources will get honored through the process of developing rehousing plans and using available funding.

Several care models are embedded in the proposed effort. These include Critical Time Intervention (CTI), Intentional Peer Support, Strength-Based Case Management, Harm Reduction, and Housing First values. The BHD will support training and staff development in CTI and Intentional Peer Support. H4H currently supports a strength-based case management practice as a foundational services model and is implementing this approach using in-depth training and coaching for three permanent supportive housing service teams. HPHP staff work closely with the Harm Reduction coalition and provide training and support around harm reduction principles for staff and people experiencing homelessness. The three entities supporting this effort remain committed to non-punitive, trauma-informed, and culturally appropriate care models. Housing First principles are embedded in honoring participant choices with the proposed HPSP model. All permanent supportive housing and rapid rehousing programs in the County supported by H4H have made formal written commitments to pursuing a Housing First approach. In 2022, H4H staff will begin participation in diversity, equity, and inclusion training and coaching services provided by consultants trained in the Visions, Inc. model of multicultural change. This work is intended to deepen community-wide efforts to address racial and ethnic disparities and cultural differences.

The City of Santa Cruz has adopted a variety of local laws and ordinances related to addressing encampments and unsheltered homelessness. The City is

currently pursuing a strategy of pursuing safe sleeping areas for unsheltered people as part of their overall health and safety and enforcement strategy. Two safe sleeping areas will be established in early 2022. These areas include standards for safe sleeping and provide limited staffing support to ensure areas remain safe and healthy. Following the establishment of these areas, the City will work toward implementing an established Standard Operating Procedure (SOP) for addressing health and safety issues in encampments. The SOP includes a process for assessing health and safety risks, city outreach to unsafe areas, noticing of encampment residents, and procedures for working to link individuals with available resources. County health, housing, and human service providers play a role in connecting individuals to resources as part of this SOP. The process includes clearly stated policies for storing belonging and enforcement to ensure compliance with prior Federal court decisions related to appropriate enforcement of health and safety standards with encampments. The process focuses on addressing health and safety needs of unhoused and housed individuals and aims to provide a balanced approach in the context of a dearth of supportive resources. Enforcement efforts will focus on clear legal violations that apply to housing and unhoused persons rather than punishing individuals for their homelessness. County staff remain committed to supporting City officials in successfully implementing their written policy as part of this overall effort.

#### *Part 6: Personnel*

ERF program grant funds will be utilized to support the HPSP positions described below. More detailed duty statements are included as separate attachments.

**Senior Human Services Analyst. 0.5 FTE.** This H4H employee will provide overall project management and oversight of HPSP and encampment response. Human Services matching funds will be used to dedicate .5FTE of this full-time position. This position will review and approve requests for Scholarship payments and ensure appropriate tracking of expenditures and reporting of outcomes.

**HPSP Program Supervisor. 1 FTE.** They will lead the HPSP strength-based care management team. This will include individual and group supervision of staff, direct services work with a small number of participants, coordinating program efforts with key partners and stakeholders, and supporting data collection and documentation efforts.

**HPSP Care Managers. 3 FTE.** Each care manager will work directly with 15-20 participants at a point in time providing engagement and relationship building, strength-based assessments, and the development and implementation of personal goal and housing plans. They will coordinate access to Scholarship funding from CAB.

**CAB staffing.** Grant funds will be used to support the hiring of a full-time fiscal program assistant with support from other staff members in the organization. This staff person will work with direct service staff. They will receive and process requests for Scholarship payments and ensure investments are tracked appropriately in HMIS and in fiscal data systems.

The overall project includes an array of additional in-kind staff contributions from the new BHD supported outreach team including:

- SAMHSA Grant Project Director - 0.2 FTE
- Program Coordinator - 0.25 FTE
- Outreach Case/Care Manager – 3 FTE
- Peer Support Specialist – 2 FTE

- HPHP Street Health Clinical Staffing - 0.4 FTE of a psychiatric nurse practitioner, 0.4 FTE public health or clinic nurse, and 0.6 FTE of a senior mental health specialist
- Administrative Aide – 0.2 FTE

Key staff, and leaders from HPHP, BHD, H4H, and the City of Santa Cruz will dedicate time to support the project effort. Existing staff from these units have extensive experience supporting programs serving people experiencing homelessness. Several of the senior leaders involved have lived experience struggles with homelessness, behavioral health challenges, or both. Two of the senior leaders helped establish new interdisciplinary street outreach programs in prior job roles.

#### *Part 7: Proposed Budget and Fiscal Planning*

The proposed ERF program two-year budget assumes strength-based care management services staffing, scholarship funds of \$16,000/each for 65 participants, and programmatic, fiscal, and administrative support. The project could scale up or down by reducing or increasing the number of participants and the size of Scholarship funds per individual. The strength-based care management model recommends one supervisor for every 3-5 care management staff members. Care managers serve between 15-20 participants at a point in time and supervisors generally serve 3-5 participants. Program oversight along with administrative and fiscal support could be scaled up or down. The \$16,000 scholarship fund seeks to find a per person investment between average costs for emergency shelter and rapid rehousing within the community. The proposed 65 participants represent about one-third of the anticipated people living in the targeted encampment area.

Matching funds from a variety of sources will support the overall project. BHD funding will help support and launch the outreach component and associated evaluation. Federally Qualified Health Center (FQHC) clinical billing revenue will help sustain street health components. A mix of revenue sources managed by H4H and partner agencies will also support the project. These funds include County general funds, leveraged social services matching federal funding, CA HHAP grants, HUD CoC grants, and Housing Authority vouchers for eligible households. The proposed Scholarship fund structure will allow for future philanthropic or private contributions. The City of Santa Cruz will contribute resources with staff time covered by city general funds, one-time COVID relief funding, and one-time state funds.

Of the proposed ERF grant funds, 44% will be used for *direct participant assistance*. The in-kind contributions proposed for this project are anticipated to equal or exceed the overall two-year program budget. The large direct participant assistance budget also allows for the program to manage expenditures more easily in alignment with established funding deadlines. Scholarship expenditure deadlines can mirror those required for this funding. Outreach efforts will start prior to ERF grant notification allowing for an accelerated process of linking participants with HPSP staff once funding is secured. Building off existing programs and contracts will expedite contract execution after receipt of reward. Staff members involved in supporting COVID-19 sheltering efforts will likely be available to fill HPSP created staff positions quickly. For these reasons, we do not anticipate any challenges utilizing allocated funds according to established state timelines.

**ERF - Work Plan Budget – County of Santa Cruz –  
Housing Pathways Scholarship Program**

<b>Position</b>	<b>FTE</b>	<b>Full-Time Salary and Benefits</b>	<b>Proposed Annual Budget</b>
Senior Human Services Analyst (County)	0.25	\$ 160,000	\$ 40,000
HPSP Supervisor	1.00	\$ 115,000	\$ 115,000
HPSP Care Managers	3.00	\$ 78,000	\$ 234,000
Programs Coordinator (CAB)	0.12	\$ 82,909	\$ 9,710
Program/Fiscal Assistance (CAB)	1.00	\$ 69,092	\$ 69,092
Fiscal Assistant (CAB)	0.33	\$ 64,933	\$ 21,185
Finance Manager (CAB)	0.02	\$ 96,720	\$ 2,104
<b>Total Personnel</b>			<b>\$ 491,090</b>
<b>Estimated Operational Expenses</b>			
Housing Pathways Scholarship Funds*			\$ 520,000
Rent/Utilities			\$ 40,700
Phone			\$ 8,500
On-Line Services			\$ 8,500
Travel/mileage			\$ 8,500
Client Transportation			\$ 5,000
Postage			\$ 1,500
IT Tech Assistance			\$ 3,500
Liability insurance			\$ 6,500
Office supplies			\$ 15,000
Employee development/training (CBO & County)			\$ 20,000
<b>Total Operations</b>			<b>\$ 637,700</b>
<b>Administration @ 5%</b>			<b>\$ 56,440</b>
<b>Total Annual Program Budget</b>			<b>\$ 1,185,230</b>
<b>Total Two-Year Proposed Budget</b>			<b>\$ 2,370,460</b>

\*Budget shows 50% or one-year of proposed \$16,000 scholarship funds/participant for 65 participants

**ERF - Work Plan Budget Narrative – County of Santa Cruz –  
Housing Pathways Scholarship Program**

The proposed ERF program two-year budget assumes strength-based care management services staffing, scholarship funds of \$16,000/each for 65 participants, and programmatic, fiscal, and administrative support. The proposed positions include a part-time Senior Human Services Analyst position to coordinate and oversee all the elements of the proposed project with key stakeholders, staff, and community partners. Only .25FTE of this position will be charged to the ERF grant. This position will reside in H4H and will report to the H4H Manager.

The remaining positions will reside within contracted community-based organizations. The HPSP strength-based service providers will work for an organization currently implementing strength-based care management. CAB, with years of experience managing participant assistance funds in partnership with the County, will receive funding to manage the scholarship dollars and disbursements. The primary funded CAB position is the Program/Fiscal assistant that will manage requests for HPSP participant funds. This includes coordinating with service providers, reviewing requests, providing feedback when necessary, obtaining authorization for payment from H4H, processing requests, ensuring payment and delivery, recording transaction and service data in HMIS, and generating needed reports. The Fiscal Assistant will provide backup support for the lead staff member to assist with processing transactions, data entry, and report generation. The Program Coordinator will supervise the work of the Program/Fiscal Assistant, review program data and outcomes, participate in strategic planning and policy setting meetings, and support management of reporting to funders

and other stakeholders. The Finance Manager will ensure appropriate use of financial accounting software, claim payments, and preparation of fiscal reports for funders and auditors.

The proposed operational expenses include the core use of funds for Scholarships plus community-based organization operational needs. The Scholarship Funds represent the core proposed program investment. Scholarship funds flexibly support participant-directed re-housing needs identified in the participant's goal and housing plans developed with their supportive service provider. Funds can only be used for legal activities that provide support for a participant's rehousing plan. Proposed investments must link to specific goals that help participants secure and maintain housing as quickly as possible. The fund is intended to maximize flexibility to test the value of re-directing resources to participant-specific plans and needs. Funds will be tracked in HMIS and in accounting software maintained by the CAB.

Other operational expenses represent CBO estimated operational needs for the new project. This includes rent, utilities, phone service, on-line/internet service including HMIS expenses, staff travel/mileage, postage, information technology support, liability insurance, and office supplies. The budget includes a training budget for staff and participants. The training budget will support more in-depth training and coaching for direct services staff in core topic areas including Critical Time Intervention (CTI), Intentional Peer Support, Housing Problem Solving, CPR/First Aid/Mental Health First Aid, Harm Reduction, and Software Specific Training. Administrative funding will be used to support the costs of administering the overall grant in terms of programmatic and fiscal reporting.







# County of Santa Cruz

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## HEALTH SERVICES AGENCY BEHAVIORAL HEALTH

1400 EMELINE AVENUE Santa Cruz, CA 95060  
(831) 454-4170 FAX: (831) 454-4663 TDD: (800) 523-1786

December 27, 2021

Homeless Coordinating and Financing Council (HCFC)  
Encampment Resolution Funding (ERF) Program  
915 Capitol Mall  
Sacramento, CA 95814

Dear HCFC ERF Program Review Committee:

The County of Santa Cruz Behavioral Health Department is pleased to support the Human Services Department Housing for Health Division application for ERF Program funding. As indicated in the funding application, the Behavioral Health Department received federal Substance Abuse and Mental Health Services Administration (SAMHSA) funding to establish a new interdisciplinary, behavioral health-enriched outreach and time-limited case management program for people experiencing homelessness in Santa Cruz County. A portion of this SAMHSA funding will be used to create a team serving unsheltered individuals in the City of Santa Cruz with a focus on the encampment target area described in the grant proposal.

Over the course of the grant program, we anticipate serving 150-200 individuals from the City of Santa Cruz. With the proposed ERF program funds, seventy-five (75) of these individuals will have access to Housing Pathways Scholarship Funds to enable them to establish personal plans for getting and keeping permanent homes. Our department intends to collaborate closely with all the proposed ERF program partners. We intend to utilize a portion of our program resources to provide support to the ERF program.

Our Behavioral Health Department is excited to participate in this innovative project that will help us enhance local working relationships and resources focused on meeting the needs of the people living unsheltered in our community. Thank you for your consideration.

Sincerely,

Karen Kern, MPA  
Adult Services Director  
County of Santa Cruz, Health Services Agency – Behavioral Health



December 27, 2021

Homeless Coordinating and Financing Council (HCFC)  
Encampment Resolution Funding (ERF) Program  
915 Capitol Mall  
Sacramento, CA 95814

Dear HCFC ERF Program Review Committee:

The Watsonville/Santa Cruz City and County CoC (CA-524) is known as the Homeless Action Partnership (HAP). The CoC plays a significant role in the County related to coordinating efforts to prevent and end homelessness. As part of its role, the CoC participates in decision-making processes related to investments of specific state and federal funds, evaluation of programs and system performance, and bringing key stakeholders together to increase our collective impact on the issue of homelessness.

At the December 17, 2021 meeting of the HAP Board and Executive Committee, members in attendance voted unanimously to support the submission of a County of Santa Cruz Human Services Department collaborative ERF Program grant proposal. Members of the Board and Committee endorsed an ERF proposal focused on people living in encampments within the City of Santa Cruz. There was also support for testing the innovative concept of a Housing Pathways Scholarship fund. The CoC intends to provide continuing support for elements of the proposed project including the use of the Homeless Management Information System (HMIS) for outreach data collection and evaluation, coordinated access to available shelter beds, and access to CoC-funded or coordinated resources as they become available through the local coordinated entry system.

The CoC Board and Executive Committee are excited to lend support to this innovative project that will help us enhance local working relationships and resources focused on meeting the needs of people living unsheltered in our community. Thank you for your consideration of this proposal and our partnership.

Sincerely,

A handwritten signature in blue ink, appearing to read "Don Lane", is written over a light blue circular stamp.

Don Lane  
Former City Councilmember, Mayor, City of Santa Cruz  
Chair of the Homeless Action Partnership Board

## ATTACHMENT 1

### Application Organization and Required Document Checklist

A complete application package must consist of the items identified below. Complete this checklist to confirm the items are included in your application. Place a check mark or "X" next to each item that you are submitting to the State. For your application to be responsive, **all required documents listed below must be returned with bid**. This checklist must also be returned with your bid package.

#### Name/Description

- |              |   |
|--------------|---|
| <u>  X  </u> | Required Attachment Check List (Attachment 1)   |
| <u>  X  </u> | Cover Sheet (Attachment 2) signed by authorized representative  |
| <u>  X  </u> | Work Plan (maximum of 20 pages)   |
| <u>  X  </u> | Work Plan Budget  |
| <u>  X  </u> | Proof of insurance coverage   |
| <u>  X  </u> | Two Letters of Support  |
| <u>  X  </u> | Staff resumes or Duty Statements for key personnel or position identified who will provide RFA related duties during the grant period |