County of Santa Cruz Board of Supervisors
Agenda Item Submittal
From: Human Services Department: Administration Services Division
(831) 454-4130
Subject: Housing for Health Report Back
Meeting Date: August 10, 2021

Recommended Action(s):

1) Conduct Study Session to review updates related to addressing homelessness in the County of Santa Cruz and approve recommended policy priorities for the next six-month Housing for a Healthy Santa Cruz implementation cycle;

2) Accept and file progress reports on policy goals and program updates; and

3) Direct the Human Services Department to report back in February 2022 on the next Housing for a Healthy Santa Cruz six-month framework implementation cycle and related program update.

Executive Summary

The Board of Supervisors (Board) and the Human Services Department (HSD) Housing for Health (H4H) Division established a schedule for Board study sessions on the implementation of the Housing for a Healthy Santa Cruz Framework for addressing homelessness at six-month intervals. As part of these regular updates, the Board and H4H agreed to consolidate separately requested updates on this topic into a single study session.

Background

On March 9, 2021, the Board approved the Housing for a Healthy Santa Cruz strategic framework for addressing homelessness within the County. Prior to the formal adoption of this framework, the Board requested updates on specific programs related to homelessness on separate board dates. The following topics were deferred to this study session:

- Policy Goal: No family with children under 18 years old remains unsheltered for more than 90 days by December 2021 (Original Agenda Item: DOC-2021-105)

- Policy Goal: Identify 120 units for emergency shelter in unincorporated areas of the County (Original Agenda Item: DOC-2021-194)

- Program Update: Housing Problem Solving and Homeward Bound

- Program Update: Smart Path Housing to Health Coordinated Entry Update

- Program Update: Rehousing Wave and COVID-19 Shelter Programming

In addition to covering these topic areas, this session will also address the following elements of the Housing for a Healthy Santa Cruz Framework and work plan:

- Overall goal status update: 50% reduction in unsheltered homelessness, 25% reduction in homelessness overall

- System performance targets

- First six-month work plan update

Analysis

The Housing for a Healthy Santa Cruz Strategic Framework outlines a range of strategies to reduce unsheltered homelessness by 50% and overall homelessness by 25% over the period between January 2019 and January 2024 using federally mandated point-in-time counts of persons experiencing homelessness. To reach these goals, the Framework outlines targets for countywide capacity and performance in the areas of shelter, transitional housing, rapid re-housing, and permanent supportive housing. The Framework calls for the County and jurisdictions within the County to work toward meeting its minimum very low-income affordable housing goals in their Regional Housing Needs Allocations (RHNA). Within the Framework, the following four strategic work areas are identified for work plan development every six months: 1) Build a Coalition; 2) Prevent Homelessness; 3) Increase Connections, and 4) Expand Permanent Housing.

Based on data currently available through the County of Santa Cruz Homeless Management Information System (HMIS), there were 2,577 households currently experiencing homelessness during the entire month of April 2021. This is more than double the Strategic Framework point-in-time (one day) target of 1,034 households experiencing homelessness by January 2024. Of the households experiencing homelessness in April 2021, 1,642 (64%) were in a housing program. This is a significant increase from the 2019 point-in-time count data where only 22% of households were sheltered. The overall increase in the number of sheltered households likely reflects the significant increase in public health emergency shelter resources and capacity during the COVID-19 pandemic.

As a result of significant increases in one-time funding to prevent and end homelessness, the County has nearly reached or exceeded its Strategic Framework capacity goals for shelter, rapid rehousing, and permanent supportive housing but not its very low-income affordable housing development goals. This capacity growth is temporary due to the one-time nature of additional state and federal COVID-19 pandemic funding. Federal Emergency Management Agency (FEMA) resources for non-congregate (Project Roomkey) shelter are anticipated to end September 30, 2021. This will result in a significant decrease in overall countywide shelter capacity back to or slightly below pre-pandemic levels. Several existing sheltering programs operate out of temporary locations with one-time funding allocations. The physical movement and wide annual fluctuations in funding among existing shelter operations makes it challenging to generate positive outcomes for program participants. Achievement of capacity goals on a one-time basis without meeting performance targets will likely not contribute to

significant declines in homelessness.

The one-time growth in shelter, rapid re-housing, and permanent supportive housing programs has expanded services and income gap closing housing subsidies for over 300 households currently experiencing homelessness. These programs depend on rental unit availability and the willingness of private property owners and managers to rent to program participants.

The California Housing and Community Development Department (HCD) manages a public dashboard, linked below, that allows local jurisdictions to review their housing production trends in relationship to Regional Housing Needs Allocation (RHNA) goals. This data indicates that collectively the jurisdictions within Santa Cruz County have only issued building permits for 76 units of very low-income housing representing only 10% of the 8-year target development goal of 734 units. The creation of additional housing, particularly housing for those living with extremely low incomes, is essential for the success of the Housing for a Healthy Santa Cruz Framework.

The federal and state budgets for this fiscal year reflect significant increases in one-time funding to address homelessness. Specific County of Santa Cruz, Continuum of Care (CoC), and city allocations are not fully known at this time. Several anticipated funding sources require local governments to secure land and properties and to conduct pre-development work prior to submitting funding applications. State agencies are also creating financial incentives for increased local coordination and documentation of positive outcomes from efforts to address homelessness. Given the one-time nature of this funding, local governments, and Continuum of Care (CoC) entities must make strategic decisions on how to invest in projects that support desired long-term outcomes and that may have multiplier or ripple effects that continue beyond the initial investment. Securing and wisely investing this funding is a Framework priority for the next six-month implementation plan.

More detailed analyses of specific areas related to the Framework and other topic areas related to homelessness are contained in the following briefing reports included with this Board Item. Staff were not asked to provide a detailed briefing report on the status of housing development in the County.

Attachment A	**Housing for a Healthy Santa Cruz Report** - This program report updates decision-makers on the tracking of progress for Housing for a Healthy Santa Cruz framework goals and will allow for better data-driven and outcome-oriented planning.
Attachment B	**No Unsheltered Families with Children** - This program report provides the Board with an update on development and implementation of programs, resources and partnerships to ensure families with children do not go without shelter.
Attachment C	**Emergency Shelter Units Unincorporated County** - This program report provides the Board with an update on its goal for County staff to identify emergency shelter sites with a combined potential total of at least 120 units for households experiencing homelessness in the

	unincorporated part of the County.
Attachment D	**Housing Problem Solving and Homeward Bound** - This program report updates the Board on housing problem solving and homeward bound activities within the County.
Attachment E	**Smart Path to Housing and Health/Coordinated Entry Update** - This program report provides a status update on Smart Path to Housing and Health (Smart Path), Santa Cruz County's Coordinated Entry System for persons experiencing homelessness.
Attachment F	**Rehousing Wave and COVID-19 Shelter Programming** - This program report provides an update on the series of new programs and contracts that makeup our county's Rehousing Wave effort, to help as many households as possible find permanent housing prior to the closure of public health emergency response shelter programs.

Housing Element Implementation and APR Data Dashboard;
<https://app.powerbigov.us/view?r=eyJrIjoiMDA2YjBmNTItYzYwNS00ZDdiLThmMGMtYmFhMzc1YTAzM DM4IiwidCI6IjJiODI4NjQ2LWIwMzctNGZlNy04NDE1LWU5MzVjZDM0Y2Y5NiJ9&pageName=ReportSect ion3da4504e0949a7b7a0b0>

Financial Impact
There is no financial impact associated with this study session and associated materials. Additional progress on Housing for a Healthy Santa Cruz overall goals will require additional resource and financial investments from multiple sources.

Strategic Plan Element(s)
2.D. Attainable Housing: Homelessness

Submitted by:
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Recommended by:
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Attachments:

a   Housing for a Health Santa Cruz - Attachment a
b   No Unsheltered Families with Children - Attachment b
c   Emergency Shelter Units Unincorporated County - Attachment c
d   Housing Problem Solving and Homeward Bound - Attachment d
e   Smart Path/Coordinated Entry - Attachment e
f   Rehousing Wave - Attachment f

Attachment 1:
County of Santa Cruz – Human Services Department –
Housing for Health Division
Housing for a Healthy Santa Cruz Update – Framework Goals and Six-Month Plan
August 10, 2021

Executive Summary
Between January and June 2021, the Housing for Health (H4H) Division of the Human Services Department (HSD) in partnership with other key stakeholders implemented the first six-month plan associated with the Board adopted Housing for a Healthy Santa Cruz Framework (Framework) to address homelessness. Many of the milestones articulated in the first six-month plan were completed or partially completed. During this first implementation phase, the Human Services Department Business Analytics unit created dashboard reports to allow for tracking of progress on Framework goals. These dashboards create opportunities for efforts to become more data-driven and outcome oriented.

Background
On March 9, 2021, the Board approved the Housing for a Healthy Santa Cruz strategic framework for addressing homelessness within the County. The Framework calls for the H4H Division to develop and implement six-month work plans consistent with the Framework and its specific goals and performance targets. The six-month work plans establish milestones in four areas of work: 1) Build a Coalition; 2) Prevent Homelessness; 3) Increase Connections; and 4) Expand Permanent Housing.

The Framework established an overall goal to reduce the point-in-time count of unsheltered households by 50% and overall homelessness by 25% over a three-year period ending January 2024. It established system capacity and program performance targets for shelter/transitional housing, rapid rehousing, and permanent supportive housing that would contribute to meeting the long-term overall goal.

Analysis
Six Month Plan (January – June 2021) Implementation Update

Table 1 – Six-month Milestone Summary provides high-level information on the status of milestones outlined in the first six-month plan.

Table 1 – Six-month Milestone Summary		
Build a Coalition		
Milestone	*Status*	*Next Steps*
Start monthly communications work group.	Completed. Established group with city and county representatives.	Work to expand involvement and active participation in group.

Finalize transfer of grants and contracts to new Housing for Health Division. Establish roles and structure within H4H.	Partially completed. Grant and contract management was transitioned from the CAO to H4H. Work to clarify roles and structure in H4H continuing.	Continue to improve and develop infrastructure for applying for and managing grants and implementing the Framework.
Identify and secure potential funding sources for shelter and permanent housing projects.	Partially completed. Several sources were identified. Community Development Block Grant (CDBG) applications submitted with Planning Dept. CA Homeless Housing, Assistance and Prevention (HHAP) grant funding secured.	Preparation for release of funding from state and submission of applications.
Complete DRAFT housing crisis system asset map.	Partially completed. Housing and Urban Development (HUD) housing inventory worksheet completed. First DRAFT map completed.	Finalize system map and establish process for regular updates.
New coalition structure finalized and approved.	Completed. New coalition {Continuum of Care (CoC)} governance structure written and approved by current Homeless Action Partnership Board.	Implementation of new governance structure.
Update "how to get help" and website communications	Partially completed. Consolidation and improvements still needed.	Continue work to improve and maintain communication platforms.
Finalize transfer of Homeless Management Information System (HMIS) to H4H and update HMIS policies and procedures. Work on data sharing agreements.	Partially completed. New contract with Bitfocus in place. Updates to policies and procedures started. Data sharing agreements still in process.	Continue to improve data quality and use of system to track and improve program and systemwide performance. Continue policy/procedure and data sharing work.
Start data and evaluation workgroup and Results Based Accountability (RBA) system. Use data to ensure equity. Develop training/capacity resource list.	Partially completed. Started H4H internal group. Established a monthly HMIS workgroup. Developed standardized RBA performance metrics for contracts. Developed dashboard reports and capacity for equity analysis. Developed training topics list.	Ongoing work to implement and refine these efforts over time. Build out of ongoing training/capacity building support for providers.
Provide support to "getting to zero" efforts for families and veterans.	Partially completed. H4H staff participated in workgroups with providers.	Improve efforts with "getting to zero" national support and regular use of data.
Prevent Homelessness		

Milestone	Status	Next Steps
Support access to federal emergency rental assistance funds for those at greatest risk.	Partially completed. Partnering with Planning Dept. to spread word about Housing Is Key prevention program.	H4H lead for applying for second round of emergency rental assistance funding. Work to expand agencies involved with supporting access to funds. Partner with All Home CA on prevention efforts.
Complete DRAFT housing problem solving policies, procedures, training materials, and recommend HMIS setup.	Partially completed. DRAFTs completed. HMIS layout in testing phase.	Move toward final documents, establish training, and update contracts.
Increase Connections		
Complete DRAFT set of recommendations for county-city partnerships related to encampments.	Completed. City-county roles and DRAFT encampment response protocol.	Continue to circulate and work toward implementation, starting with City of Santa Cruz.
Develop recommendations for stabilizing funding and operations of shelter and TH programs. Secure sites including for youth shelter.	Partially completed. Developed proposed financing plan approved by Homeless Action Partnership with one-time state funding. Focus on funding long-term locations with resource to generate outcomes. Cabrillo youth shelter project to continue	Implement recommendations and monitor outcomes associated with stabilizing funding for some sites. Continue work to identify and support long-term sites and new youth shelter.
Develop proposed action plan for multi-disciplinary outreach teams.	Completed. Developed plan in partnership with Health Services Agency. Applied for federal and state funding to support implementation.	Establish at least one multi-disciplinary outreach team in City of Santa Cruz.
Launch strength-based care management best practice capacity building.	Partially completed. Training/capacity building contract in place. Effort starting in FY 21/22.	Fuller implementation of practice with new teams.
DRAFT shelter standards and referral protocols for shelters. Develop plan for real-time shelter and transitional housing availability.	Partially completed. Collected materials for shelter standards development. Implemented COVID-19 shelter referral system to inform future approach. Established tracking of shelter availability in local spreadsheet.	Finalizing shelter standards, transition referral system and availability tracking to HMIS.
Plan for new safe parking/safe sleeping site.	Not completed. Focus shifted to supporting stable funding for shelters.	Partner with City of Santa Cruz on safe sleeping.

Expand Permanent Housing		
Milestone	*Status*	*Next Steps*
Support No Place Like Home applications.	Completed. Support letters submitted. Projects not approved for funding this round.	Work with behavioral health on future applications and other sources for projects.
Housing Authority partnership meetings, MOUs	Completed. Monthly meetings, MOU in place.	Continue to improve and expand use of resources. Work on "graduation" protocols for special voucher programs. Utilize new vouchers.
"Rehousing Wave" contracts and implementation	Completed. Contracts executed; programs started	Continue to monitor program outcomes; provide support; link with Medi-Cal reform efforts
Start housing pipeline workgroup	Completed. Internal county workgroup started; established as part of new governance charter for the CoC	Work to expand participation, improve tracking of projects.
Develop proposal for securing at least one site for a permanent housing project	Partially completed. Process to identify potential site(s) for Project Homekey and other state funding underway.	Prepare funding applications with development partners; obtain necessary jurisdictional support and approvals

July to December 2021 Six Month Plan Milestones

H4H Division staff have identified the following key elements for inclusion in the next six-month implementation plan:

- Secure federal and state funding for new temporary or permanent housing in alignment with CoC and County goals with support from the housing and capital projects workgroup
- Enhance Rehousing Wave implementation and program support to maximize the number of households moving into permanent homes
- Implement closure and transition of COVID-19 sheltering programs
- Implement one or more multi-disciplinary street outreach teams
- Continue HMIS/Data Improvements – financing of system, data quality, outreach data, performance metrics development, updating policies and procedures, data system integration; preparation for 2022 point-in-time count
- Initiate redesign of Smart Path to Housing and Health Coordinated Entry System including improvements in housing problem solving and homeward bound activities
- Develop a homelessness prevention infrastructure and ensuring access to "Housing Is Key" emergency rental assistance resources
- Secure new federal and state funding to help implement strategic framework
- Launch new Cabrillo youth shelter with a community-based organization provider

- Prepare to implement new governance structure in 2022
- Provide more staffing and other support for family and veterans "getting to zero" efforts

Strategic Framework Goals Dashboard

Table 2 provides a summary analysis of County of Santa Cruz HMIS data in relationship to established Strategic Framework goals.

Table 2 – HMIS Dashboard

Length of Stay Goals

Goal Status	H4H Goal	Current Value	H4H Goal	End of Rolling 12-Months
❗ +32 %	Emergency Shelter Avg Length of Stay	79	60	June 2021
❗ +105 %	Rapid Rehousing Avg Length of Stay	369	180	June 2021
❗ +84 %	Transitional Housing Avg Length of Stay	461	250	June 2021

Length of Stay of Households with a Permanent Housing Exit Goals

Goal Status	H4H Goal	Current Value	H4H Goal	End of Rolling 12-Months
❗ +93 %	Emergency Shelter Housing Exit LOS	116	60	June 2021
❗ +130 %	RRH Housing Exit LOS	414	180	June 2021
❗ +81 %	Transitional Housing Housing Exit LOS	453	250	June 2021

Housing Rate Goals

Goal Status	H4H Goal	Current Value	H4H Goal	End of Rolling 12-Months
❗ –57 %	Emergency Shelter Housing Rate	17%	40%	June 2021
❗ –22 %	Rapid Rehousing Housing Rate	66%	85%	June 2021
❗ –33 %	Transitional Housing Housing Rate	54%	80%	June 2021

Functional Zero Goals

Goal Status	H4H Goal	Current Value	H4H Goal	Monthly Count
❗ –74 %	Homeless Households Housed	24	93	June 2021
❗ –74 %	Ratio of Housed to New to HMIS	26%	100%	June 2021

*Red exclamation points above indicate data in Length of Stay Goal Status does not meet Housing for Healthy Santa Crus performance goals for that metric.

Lengths of stay in shelter, transitional housing, and rapid rehousing programs increased during the pandemic and none of the target lengths of stay by program type were achieved. Table 2 shows average length of stay for program participants that exited during a 12-month reporting period. The "length of stay of households with a permanent housing exit" identifies the average length of stay for those that exited a program to permanent housing. This data shows longer average lengths of stay in shelter and rapid re-housing for those with positive exits.

The housing rate goals show the percentage of program participants in each program type that exit to permanent housing compared to Framework goals. The chart shows

averages for all programs in each program category. On average, the community is falling short of established performance goals by program type. There is variation in performance among different programs within the same category. Additional analytics work is needed to determine the factors contributing to different levels of performance among certain programs.

The functional zero goals highlight how well the community is performing relative to the overall goal of reducing homelessness by 2024. This data shows a community goal of helping 93 households per month exit from homelessness to permanent housing. In the month of June, 24 households exited community programs to permanent housing. The "ratio of housed to new to HMIS" shows the ratio of exits to permanent housing divided by the number of new households experiencing homelessness in that month that received a service from a participating HMIS provider. For the month of June there were 92 new households experiencing homelessness and seeking services while 24 households exited to permanent housing that same month (26%). The goal is to match positive exits each month with the number of new households seeking services.

Table 3 shows this information in a slightly different format. It shows the number of new households seeking services in a month including those with a prior history of homelessness in the HMIS system and those new to the system ("Inflow of Households Experiencing Homelessness"). It also shows outflows or exits from programs by type of program exit. Most program outflows among participating agencies are to unknown destinations at time of program exit. This is an area for significant data quality and system performance improvement.

Table 3 – System Inflow and Outflow Dashboard

Housing for Health Homelessness Inflow and Outflow Dashboard
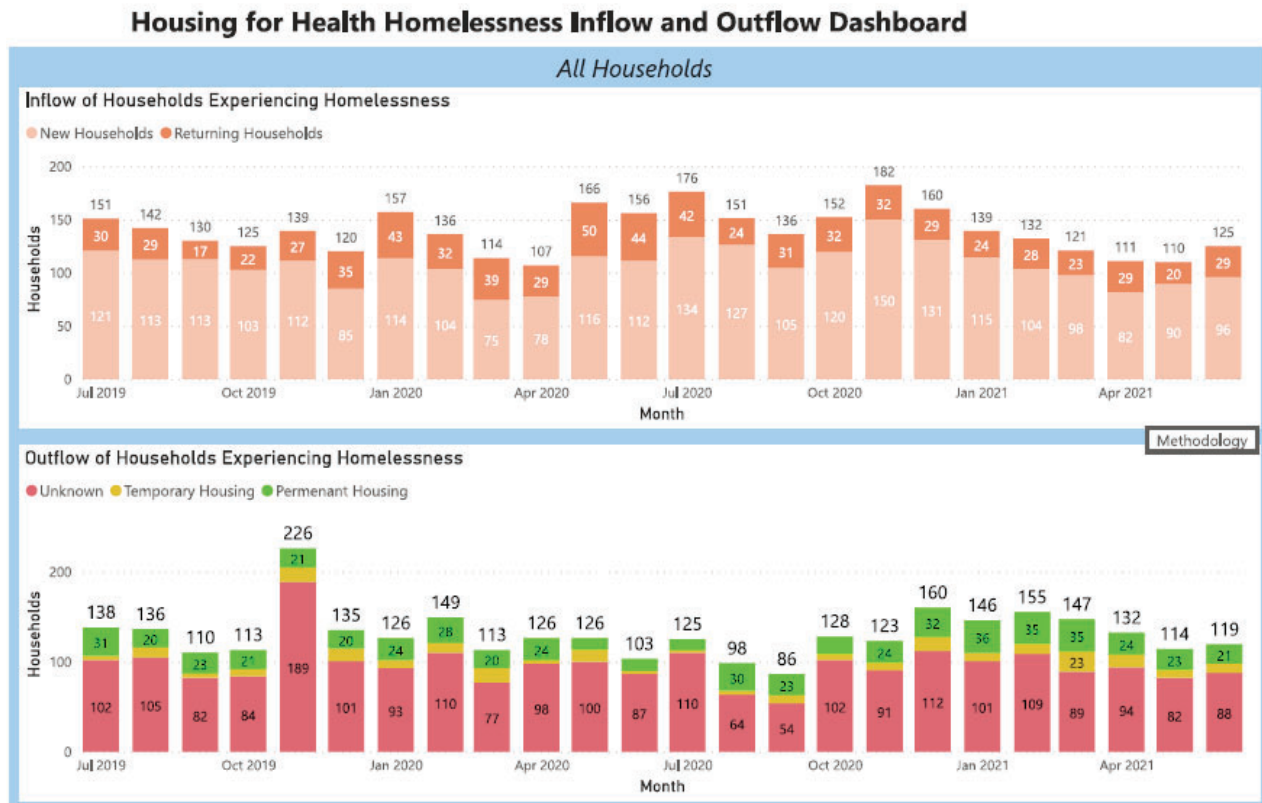
The new dashboard reports highlight opportunities for significant performance improvement in our efforts to prevent and end homelessness. The critical importance of prevention is highlighted by data indicating 1 household exits to permanent housing for every four new households seeking services in a month. Program exit data shows a high number of participants exiting to unknown locations. This likely reflects data collection and quality challenges. It may also indicate program challenges in maintaining relationships with clients over time.

The first six-month plan cycle included the creation of new rapid re-housing and permanent supportive housing programs. The impact of these new programs on overall system performance will become clearer after the next framework reporting period. The next plan period also includes preparing for implementation of the 2022 point-in-time (PIT) count of persons experiencing homelessness. Data from this count will provide additional information about performance relative to Framework goals.

Attachment 2:
County of Santa Cruz – Human Services Department –
Housing for Health Division
Policy Goal: No Unsheltered Families with Children
August 10, 2021

Executive Summary

The Board directed County staff to work with all appropriate County and community partners to develop and prioritize programs, resources, and partnerships to ensure families with children do not go without shelter. The Board directed the Housing for Health Division of the Human Services Department to report back on the development and implementation of programs and any additional resources necessary to achieve this policy goal.

Background

On February 2, 2021, the Board adopted a policy goal to create a collaborative, countywide approach to ensuring that no family with children under 18 remains unsheltered for more than 90 days by December 2021. The Board action requested a report back on the programs developed to carry out the recommended policy, the number of homeless families housed over the past twelve months, and the number of families still experiencing homelessness according to available data. In addition, the report was to indicate any additional resources necessary to achieve this policy goal.

Analysis

The Housing for Health Division of the Human Services Department gathered information from a variety of sources to address this policy goal. The term "homelessness" is defined and understood differently by various stakeholders and funding sources. For example, the Department of Education McKinney-Vento Homeless Assistance Act definition of homelessness includes individuals sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason. Households that meet these criteria are sheltered but often live in temporary or unstable living situations.

Using this Department of Education definition, 2018-2019 data made available by the Santa Cruz County Office of Education – Students In Transition Unit, Table 1 indicates the following numbers of students experiencing homelessness over the course of a 12-month period.

Table 1 – Students Experiencing Homelessness FY 2018-2019

Geographic Area	Doubled Up	Hotels/Motels	In Shelters	Unsheltered
South County	3,855	23	120	14
North and Central County	568	32	109	28
Totals	**4,423**	**55**	**229**	**42**

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The federal Housing and Urban Development (HUD) Department requires local CoC entities to conduct a *single day*, point-in-time (PIT) count of households experiencing homelessness in the CoC's region.

The last PIT count conducted in the County of Santa Cruz was in January 2019 with the next count scheduled for January 2022. Survey data from this count identified 122 families (499 people) experiencing homelessness with 47% sheltered and 53% unsheltered. The count also identified 51 unaccompanied children under the age of 18 with 48% sheltered and 51% unsheltered.

HUD also requires communities to utilize a Homeless Management Information System (HMIS) to gather data on households experiencing homelessness and the housing and service programs working to help them return to permanent homes. Data from this system between July 2019 and June 2021 shows the number of households with children experiencing homelessness each month ranged from a low of 280 to a high of 331. The number of new and returning households becoming homeless each month during this same time-period ranged from a low of 13 per month to a high of 34. *Of the households with children experiencing homelessness, the data shows between 23 and 67 households as not enrolled in a housing program*. This data provides a rough estimate of the number of households with children each month that are unsheltered and only reflects those households connected with an organization participating in the HMIS network of programs.

The number of households with children at-risk of homelessness may rise significantly in Santa Cruz County due to the impacts of the COVID-19 pandemic on employment, education, childcare, and housing costs. A report from the Bay Area Equity Atlas from January 2021, estimated the County of Santa Cruz has over 4,700 low-income households behind in their rent with an average rent debt of $3,330 and an estimated $15.8M of back rent owed. The County of Santa Cruz is fully participating in the statewide Housing Is Key emergency rental assistance program to provide financial assistance and limited services support to households behind on their housing expenses. Increasing utilization of this program and its resources coupled with other local community support will reduce the likelihood of higher rates of evictions and homelessness among low-income households behind on their rent and utilities.

Within Santa Cruz County, there are six established programs dedicated to providing

shelter or transitional housing for households with children experiencing homelessness. Among these programs, there are spaces for 70 households and 230 individuals or beds. Forty of the household shelter and transitional housing spaces are in the City of Santa Cruz and the other 30 are in the City of Watsonville. Only one of the programs regularly accepts referrals through the Smart Path to Housing and Health coordinated entry and referral system managed by staff in the Housing for Health Division. All programs rely heavily on private funding and have limited public dollars supporting their operations. In addition to these site-based shelter and transitional housing programs, several other entities including, but not limited to, local school districts and the Employment and Benefits Services Division of the Human Services Department provide some financial assistance for short-term hotel/motel stays for families experiencing homelessness. Data on the extent and utilization of these programs is not currently being collected in a centralized and consistent basis.

In addition to shelter and transitional housing programs, the County also has rapid re-housing and permanent supportive housing programs for households with children. Between July 2019 and June 2021, local HMIS data indicates these housing and service programs collectively helped between 7 and 29 households with children exit from homelessness to permanent housing each month. An additional one to seven households each month exit to temporary housing.

The Board established a policy goal that no family with children under 18 remain unsheltered for more than 90 days by December 2021. If trends over the past two years continue and current programs remain operational, the community will need an estimated 30 to 70 additional emergency shelter units for households with children experiencing homelessness to achieve this policy goal. According to 2019 PIT count data, the average size of a household with children was 3.4 individuals. Thus, the required additional shelter bed capacity need would range from 102 to 238 additional beds.

Expanding emergency shelter involves identifying one or more locations for additional capacity and securing funding to establish and operate the program in an ongoing fashion. Based on the Office of Education data and anecdotal reports from providers, the need for additional capacity for households with children appears greatest in the southern part of the County. The costs of opening a new shelter are difficult to estimate and will depend on a variety of factors including the cost of land, the use of existing versus building new structures, utility infrastructure availability, and the specific plans for the build-out. Based on general housing development costs in the region, an additional individual family shelter unit may cost between $200,000 - $600,000 to establish. Cheaper approaches and alternatives may be available depending on the sites identified.

Using these figures as an estimate, starting a new shelter program to meet the Board policy goal could cost between $6M and $42M. These figures represent initial, one-time capital and start-up expenses. To operate a high-quality shelter program with housing outcomes consistent with the Housing for a Healthy Santa Cruz Framework, the shelter would need ongoing operating funding in addition to one-time start-up funds. Based on existing shelter operating budgets in the region, the program would need $80-$100/day/unit to cover operations. Given the need for 30 to 70 additional units at this

rate for 365 days, this would cost $876,000 to $2,555,000 per year.

Funding to create and operate a new emergency shelter program for households with children is not currently available. Additional one-time federal and state funding resources are anticipated to become available this fiscal year. It is unlikely that this funding alone, with its likely restrictions on potential uses, could fully fund the start-up and ongoing operations of a new shelter for this population. Much of the current public funding available in Santa Cruz County to support emergency shelters is one-time state funding without a clear commitment of ongoing state resources to fully fund existing shelter operations. Many shelter and transitional housing operators throughout California and in the County of Santa Cruz rely on inconsistent levels of public funding paired with private financing to support ongoing operations. The shelter and transitional housing funding landscape makes it challenging for program operators to maintain consistent levels of service and positive outcomes over time.

Meeting the Board policy goal related to households with children will require the identification of additional one-time and ongoing resources to support the creation of additional shelter and re-housing capacity, as well as ensuring the long-term viability and effectiveness of existing programs.

Attachment 3:
County of Santa Cruz – Human Services Department –
Housing for Health Division
Policy Goal – Emergency Shelter Units Unincorporated County
August 10, 2021

Executive Summary
This memo provides the Board an update on a policy goal established at its March 9, 2021 meeting. The Board requested H4H staff to collaboratively work to identify emergency shelter sites with a combined potential total of at least 120 units for households experiencing homelessness in the unincorporated part of the County.

Background
On March 9, 2021, the Board directed the Housing for Health Division of the Human Services Department to explore the creation of guidance and policy recommendations related to the developing and siting of a variety of temporary shelter, safe sleeping, and safe parking opportunities within the unincorporated areas of the County. The Board asked H4H staff to find potential locations outside of defined public parks that could support up to 120 units of temporary housing. H4H was to report back on the status of work on this Policy Goal at its six-month Housing for a Healthy Santa Cruz Strategic Framework update scheduled for August 10, 2021.

Analysis
Recent changes to California state law allow for local county and city jurisdictions that declare an emergency shelter crisis to have additional flexibility and authority related to siting emergency shelter or bridge housing communities on publicly owned land or parcels zoned for public facility use. Such programs must meet locally defined and state standards related to the facilities and operations. Programs must also include supportive services focused on helping households find permanent housing. This additional flexibility expires December 31, 2024.

To identify potential parcels for emergency shelter use, H4H staff requested and received a report from the County of Santa Cruz Geographic Information Services (GIS) Department. The report includes a list and map of publicly owned and public facility-zoned parcels within the unincorporated areas of the County. The report contains a list of 340 separate parcels with a mix of owners including school districts, religious and health care institutions, nonprofits, and other government agencies. Among these parcels are 35 county-owned parcels with several previously identified as potential housing and public facility development opportunity sites. These potential sites are listed in the Board approved "Reimaging the County of Santa Cruz Long-Range Facilities Plan." Several sites from this report meet the criteria outlined by the Board for potential emergency shelter programming.

In addition to the report, H4H staff reached an initial agreement with Cabrillo College to operate a youth shelter on their campus utilizing 12 mobile trailers with a maximum sheltering capacity of 27 households. H4H and Cabrillo college staff have identified funding and a nonprofit organization to operate the proposed shelter site beginning in

October 2021. The site meets the criteria of expanding shelter capacity in the unincorporated area of the County. H4H staff members continue to explore other privately-owned parcels that could be used for shelter or permanent housing projects.

Once appropriate sites for shelter programming are identified, additional resources will be required to make the site operational. Funding for capital, start-up, and operational expenses are needed to launch new sheltering programs in the unincorporated area. Lower cost operations, such as safe parking, may have reduced capital and start-up expenses but will still require operational funding. Based on a review of several program budgets, H4H staff estimate that sheltering capital and start-up expenses on county-owned land may cost between $20,000 for safe parking site setup and $600,000/unit depending on the proposed use of identified sites, the cost of the land and structures, and required improvements. Ongoing operational costs inclusive of supportive services will vary widely from a range of $14,000 to $36,000 per year per household unit. Based on these rough estimates, new sheltering efforts with linked positive exit services for 120 households could range from $1.7M per year for safe parking with minimal amenities to a higher end budget of $4.3M per year for 120 units of service-enriched, non-congregate, low barrier shelter with access to electricity, water, temperature controls, cooking areas, and sewage service. Start-up capital expenses for an additional 120 units could range from an estimated $120,000 for six safe parking sites to a high-end cost of $72M for 120 low-barrier, service enriched shelter units. Actual costs for identified sites will likely fall in the middle of this wide range.

Funding to support the start-up and operations of 27 youth shelter units has been identified for this fiscal year. Additional funding to expand shelter beyond this level has not been identified. One-time state and federal funding may become available for use over the next one to three years to expand shelter capacity. However, this funding could be used for other investments such as homelessness prevention, housing problem solving, outreach, rapid rehousing, or permanent housing. The Housing for a Healthy Santa Cruz Framework recommends strategic investments in multiple areas to ensure positive systemwide outcomes. For example, exclusive investments in outreach could result in outreach workers lacking housing resources for the clients they engage. HSD H4H staff will return to the Board with future recommendations on this funding and seek direction from the Board on strategic investments.

Attachment 4:
County of Santa Cruz – Human Services Department –
Housing for Health Division
Program Update – Housing Problem Solving and Homeward Bound
August 10, 2021

Executive Summary
As directed by the Board, this H4H program report provides an update on housing problem solving and homeward bound activities as part of its six-month update on the implementation of the Housing for a Health Santa Cruz Strategic Framework for addressing homelessness within the County.

Background
The Board directed HSD to provide periodic updates on the status of diversion/housing problem solving and homeward bound activities within the County. The terms diversion or housing problem solving refer to efforts to provide brief services and one-time financial assistance to households experiencing homelessness to help them return to housing as quickly as possible. For a subset of households, housing problem solving can help them return to housing without having to enter shelter ("diversion") or other longer-term programs in a housing crisis response system. Homeward bound is a program name used to refer to a subset of housing problem solving activities that help households experiencing homelessness return to or move to temporary or permanent housing outside of the County. Annual County budgets for housing problem solving and homeward bound activities vary depending on the availability of funding from federal, state, and local resources.

Analysis
For fiscal year 2020-2021, HSD budgeted $50,000 for housing problem solving and homeward bound activities and $49,320 was spent. These funds were contracted to the Community Action Board and Housing Matters. During the fiscal year, one-time CalWORKs housing assistance funds were made available to these two agencies for services provided to CalWORKs eligible families. Program outreach and engagement efforts have been hampered by the COVID-19 pandemic and its influence on staffing, work schedules, and service locations.

Combined, the two organizations assisted 36 households with 60 people to move into permanent homes with housing problem solving and homeward bound assistance. Table 1 shows the amount of funding invested by category of assistance. Six households received assistance to support them moving into permanent housing outside of Santa Cruz County.

Table 1 – Housing Problem Solving and Homeward Bound Expenditures by Category (FY 20-21)

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
Totals	$49,320	36

These one-time flexible financial and time-limited service resources proved effective in helping a cohort of households experiencing homelessness return to housing. Historically, the Homeless Management Information System (HMIS) was not setup to track housing problem solving services and financial assistance. The data provided in this report comes from manual tabulations of contractor activity and expenditure reports. This prevents our community from effectively tracking the long-term outcomes associated with housing problem solving efforts. Over the last six months, H4H worked with its HMIS vendor, BitFocus,to develop ways to track this information more effectively. Over the next six months, H4H will pilot these new tracking approaches with a select number of providers including our two currently contracted housing problem solving vendors.

The manually tabulated data from last fiscal year indicates households receiving housing problem solving assistance were almost exclusively existing clients enrolled in other programs managed by the same agency. Current housing problem solving contracts provide funding for direct client assistance but minimal to no resources for staffing. This results in staff from other programs supporting their clients to access these financial resources. Expanding the reach of housing problem solving will require additional client level assistance coupled with additional staffing resources.

The County supported Rehousing Wave includes funding for housing problem solving financial assistance AND staffing for assisting households residing in COVID-19 expanded shelters with exits to permanent homes. Data and outcomes from this Rehousing Wave specific program will provide useful information about the value of increasing housing problem solving funding and staffing going forward. Efforts related to expanding and improving access to housing problem solving services and financial assistance are ongoing and will be an area of focus in the next six-month implementation plan.

Attachment 5:
County of Santa Cruz – Human Services Department –
Housing for Health Division
Program Update - Smart Path to Housing and Health/Coordinated Entry Update
August 10, 2021

Executive Summary

On October 1, 2018, the County Human Services Department (HSD) began implementing Smart Path to Housing and Health (Smart Path), Santa Cruz County's Coordinated Entry System for persons experiencing homelessness. The Board directed HSD to provide annual updates on the status of Smart Path. This memo follows prior reporting formats to provide an update on Smart Path's activities, lessons learned, performance on Fiscal Year (FY) 2020-21 goals, and proposed goals and next steps for FY21-22.

Background

The federal Department of Housing and Urban Development (HUD) requires all local homeless Continuum of Care's (CoC) to implement a homeless Coordinated Entry System to continue receiving specific homeless services funding; Smart Path fulfills this requirement. While administered by the Human Services Department (HSD)since October 1, 2018, Smart Path is an initiative of the local CoC, currently known as the Homeless Action Partnership (HAP).

Smart Path seeks to streamline access to housing and service programs for persons experiencing homelessness in Santa Cruz County. Through Smart Path, persons experiencing homelessness complete a single uniform assessment to be considered for housing and services assistance through participating programs. Completed assessments are entered into Santa Cruz County's Homeless Management Information System (HMIS) and are used to prioritize participants for scarce housing and service resources based on barriers to housing, health and safety risks, and relative need.

When a participating housing program has a vacancy, Smart Path utilizes the pool of completed assessments to provide program referrals for eligible individuals or families, which are prioritized based on a participant's barriers, risks, and needs, as determined by their assessment score, length of time homeless, and date of assessment. Currently, more than twenty housing programs countywide including permanent supportive housing, rapid re-housing, and transitional housing fill their vacancies solely through Smart Path. Only one shelter program consistently received referrals through Smart Path. During the COVID-19 pandemic, referral processes and prioritization approaches changed to focus on serving individuals exposed to or at greatest risk of severe COVID-19 disease (noted below under Smart Path Changes:COVID-19). An additional health-related screening process was instituted during the pandemic to prioritize access to public health emergency resources based on specific health risk factors. Locating individuals and families who receive a referral to a housing program can be challenging. To facilitate finding persons being referred to a housing program, SmartPath workers are trained to capture detailed contact

information as part of the assessment process. This information may include where a person frequents on a typical day, mailing address or phone number, and other personal contacts. Housing programs also utilize existing networks of service providers to help locate referred persons with whom they are acquainted.

HSD has service agreements with three community-based organizations to provide four full-time Smart Path Roaming workers to engage persons experiencing homelessness. These staff offer housing problem solving resources and complete a Smart Path Assessment. In addition to these funded positions, there are other Smart Path workers in the community that have completed trainings to become part of the Smart Path network of providers.

Analysis

Table 1 provides a summary of systemwide Smart Path assessments and referrals made in the past fiscal year (FY 20/21). The table shows the number of assessments exceeded established annual goals. Referrals were down during the year due to fewer openings in programs that likely reflect significant changes in program operations during the COVID-19 pandemic. However, the number of referrals resulting in a household entering permanent housing exceeded the annual goal.

Table 1 – Systemwide Smart Path Referrals (FY 20/21)

Measurement	Outcome Goal	Actual
New Smart Path Assessments	800	938
Housing program referrals	360	327
Referrals resulting in persons moving into transitional housing	60	10
Referrals resulting in persons entering permanent housing	70	84
Referral numbers may include duplicate counts of persons/families who were referred to multiple programs.		

The Vulnerability Index-Service Prioritization Assistance Tool (VI-SPDAT) is the assessment tool used in Santa Cruz County to help determine the extent of a participant's barriers to housing and needs; in basic terms, the higher the score, the more vulnerable the participant. The Smart Path Assessment includes locally developed questions along with the VI-SPDAT assessment tool. Table 2 describes the current scoring methodology and type of housing programs for each score range and participant type.

Table 2 – Vulnerability Index-Service Prioritization

VI-SPDAT Score	Participant Type	Type of Housing Program
0-22	All Participants	Housing Problem Solving
4-7	Single Adults and Transitional Age Youth (ages 18-24))	Rapid Rehousing or Transitional Housing
4-8	Families	Rapid Rehousing, Transitional Housing, or Emergency Shelter
8-17	Single Adults and Transitional Age Youth	Permanent Supportive Housing or Rapid Rehousing
9-22	Families	Permanent Supportive Housing, Rapid Rehousing, or Emergency Shelter

During FY 2020-2021, the score range for families fell between 1 and 21, while scores for single adults and Transition Age Youth (TAY) ranged from 0 to 16. Fifty-six percentof the families assessed and 48% percent of single adults and TAY, had scores in the higher vulnerability ranges (9-22 for families and 8-17 for single adults and TAY.) Exhibit A provides additional detail on the demographics of persons who completed a Smart Path Assessment.

Smart Path provides referrals when a participating program has a vacancy. While participating Smart Path permanent housing programs provide housing subsidies, case management, and other supports to facilitate participants' ability to attain and maintain housing, few have designated housing units for participants to move into. Participants are typically reliant on finding permanent housing in the private market where they face significant challenges in securing housing. As Table 3 indicates there is often a significant gap between the time someone is referred to a housing program and when they secure a permanent housing unit. The number of days between an assessment and referral went from 97 to 168 days reflecting a low number of program vacancies due to slower program exits during the COVID-19 pandemic.

Table 3 – Smart Path Referral Time Gaps

FY 2020-21	Number of Days
Average number of days between completed Smart Path assessment and a housing referral	168
Average number of days from receiving a housing referral to moving into a permanent housing unit	278

Smart Path relies on information from the Point in Time count to gain a greater understanding of the demographics, including location, of Santa Cruz County's homeless population. The HMIS system currently tracks whether a person exited homelessness into housing, however it does not currently capture the location of where people are housed. Collecting this information would require substantive changes to the data collection system and process.

Smart Path Changes: COVID-19

During FY 2020-2021, the community shifted to a COVID-19 shelter referral system to centrally manage, track, and refer into available shelter beds. This process significantly expanded the number of shelters receiving referrals from Smart Path HSD staff. The COVID-19 referral process used a COVID-19 specific prioritization criterion for managing shelter referrals rather than the VI-SPDAT tool. The COVID-19 tool focused on COVID-19 risks rather than other factors. As a result, persons aged 65 and older and those with chronic health conditions associated with greater risks were prioritized for most shelters in the County. The VI-SPDAT was still used for prioritizing referrals to other types of programs.

The changes made possible to shelter facilities and operations because of public health emergency response resources resulted in more than doubling low barrier shelter capacity in the County. Many individuals previously reluctant to enter shelter accepted accommodations that allowed for greater privacy, pets, and personal possessions. Over the course of the pandemic, nearly all programs showed significant declines in the number of exits during the year and increased lengths of stay likely due to the impacts of COVID-19 on staffing, safety, and field-based work.

Smart Path Assessment Trainings
No additional Smart Path trainings were conducted over the last year. Instead, community agencies received training and support on the COVID-19 shelter referral and risk assessment process. Over the next six to nine months, HSD staff plan to work with members of the CoC with support from Focus Strategies to develop a new coordinated entry system overall design and assessment tool. The VI-SPDAT tool creator no longer provides support to providers related to this tool, so HSD staff

anticipate switching to another assessment approach that builds on current community opportunities and lessons learned from the past several years of Smart Path implementation.

Committee Meetings

Historically, Smart Path HSD staff facilitated two ongoing committee meetings designed to identify challenges and potential solutions to addressing homelessness countywide – a Smart Path Steering Committee and Housing Workgroup. Due to the significant time required of staff from both Smart Path and other County and community-based organizations on the countywide COVID-19 homeless response, the Smart Path Steering Committee did not meet and the Housing Workgroup meetings continued on a monthly basis.

During this past fiscal year, the HAP adopted a new governance charter for implementation in calendar year 2022. The charter includes the creation of a Smart Path operations committee with defined membership and authority to make decisions on specific Smart Path policy issues. HSD staff will support the creation of this new entity as part of its new governance. In the interim, HSD staff will bring together participants in the Smart Path Steering Committee and Housing Workgroup to support these policy and operational transitions.

Lessons Learned

Implementation of Smart Path continues to be an ongoing learning process. The COVID-19 pandemic significantly expanded emergency shelter capacity but increased challenges in supporting positive exits to permanent housing out of many programs. The number of persons experiencing homelessness countywide continues to far outnumber the available housing and service programs to which Smart Path can provide referrals.

The Smart Path program and community partners will continue to identify opportunities to:

- Increase the number of housing and service programs that fill their vacancies through Smart Path;
- Identify policy and operational changes that support households with the greatest housing barriers and needs getting prioritization for limited service and housing resources;
- Increase partnerships with other systems to create resource multiplier opportunities that expand and improve community-wide efforts and outcomes;
- Implement effective prevention and housing problem solving strategies to facilitate persons' ability to avoid or quickly resolve their housing crisis;
- Build on COVID-19 homelessness response activities and lessons learned including the shelter referral system, low barrier shelter, and engagement and outcome-oriented outreach

Next Steps

As described above, over the next six to nine months, HSD staff will work with community partners to update the overall Smart Path design and assessment process. Smart Path will continue development and implementation of a new countywide homelessness prevention and housing problem-solving strategy to reduce the number of newly homeless households entering the Smart Path housing crisis response system while shifting towards a dynamic prioritization process that more flexibly and immediately offers available housing resources to persons who need them most. Smart Path will update and refine its shelter referral system as COVID-19 sheltering programs come to an end.

HSD will collaborate with County and community partners to achieve the following outcomes listed in Table 4 during FY 2021-22.

Table 4 – FY 2021-22 Outcome Goals

Measurement	Outcome Goal
Housing program referrals	360
Referrals resulting in person/families moving into emergency shelter	40
Referrals resulting in persons moving into transitional housing	15
Referrals resulting in persons entering permanent housing	150

HSD will provide an update to the Board on the above Smart Path goals and outcomes and other related information in August 2022.
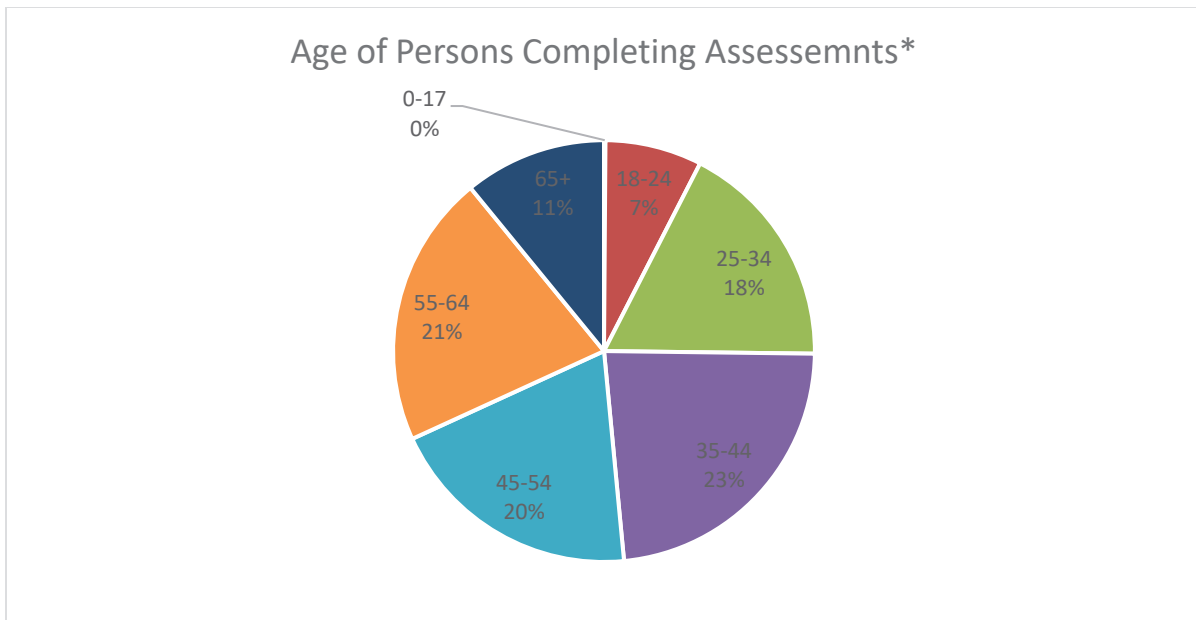
Exhibit 5A – Additional Smart Path Data FY 20-21

Chart 1 – Smart Path Completed Assessment Types July 1, 2020 – June 30, 2021
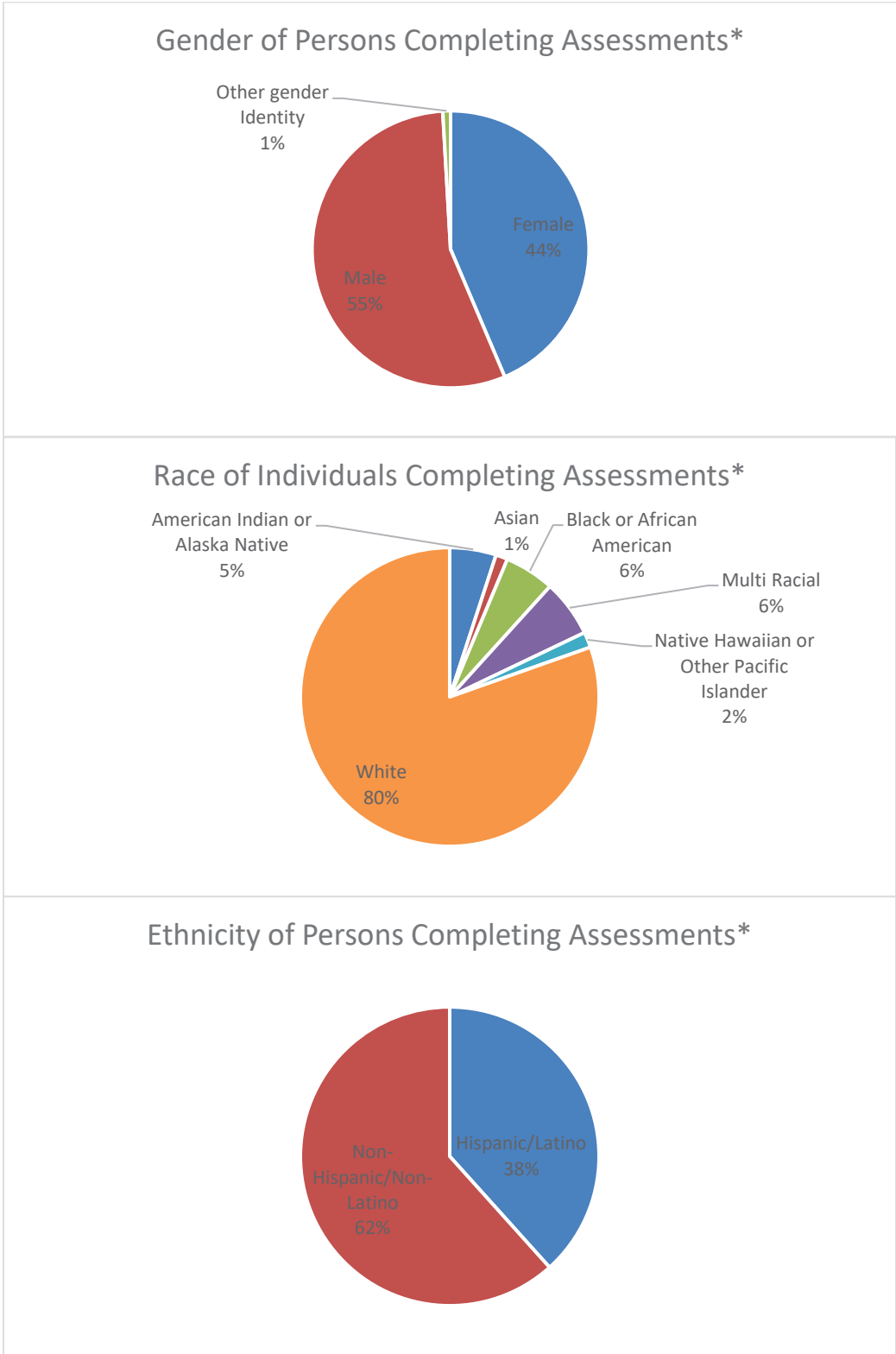
Assessment Type*

- TAY 3%
- Families 22%
- Single Adults 75%
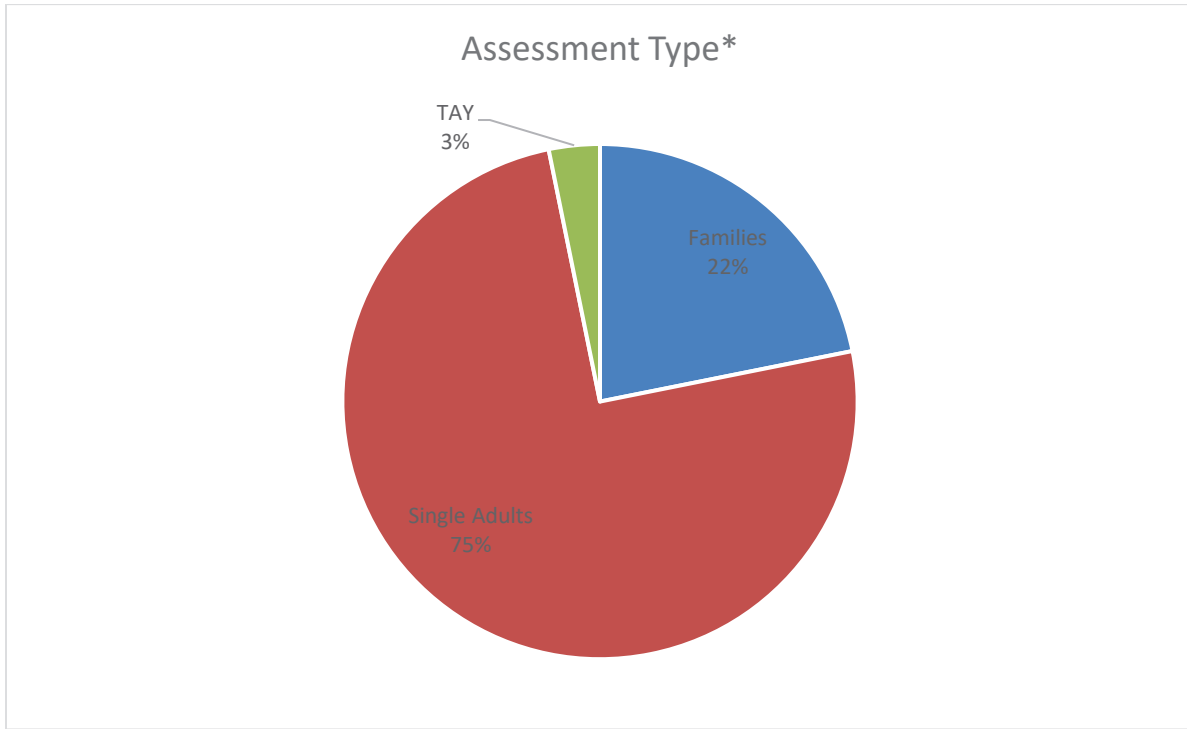
Transition Age Youth (TAY) include unaccompanied persons ages 18-24

Chart 2 – Demographics of Persons Who Completed a Smart Path Assessment
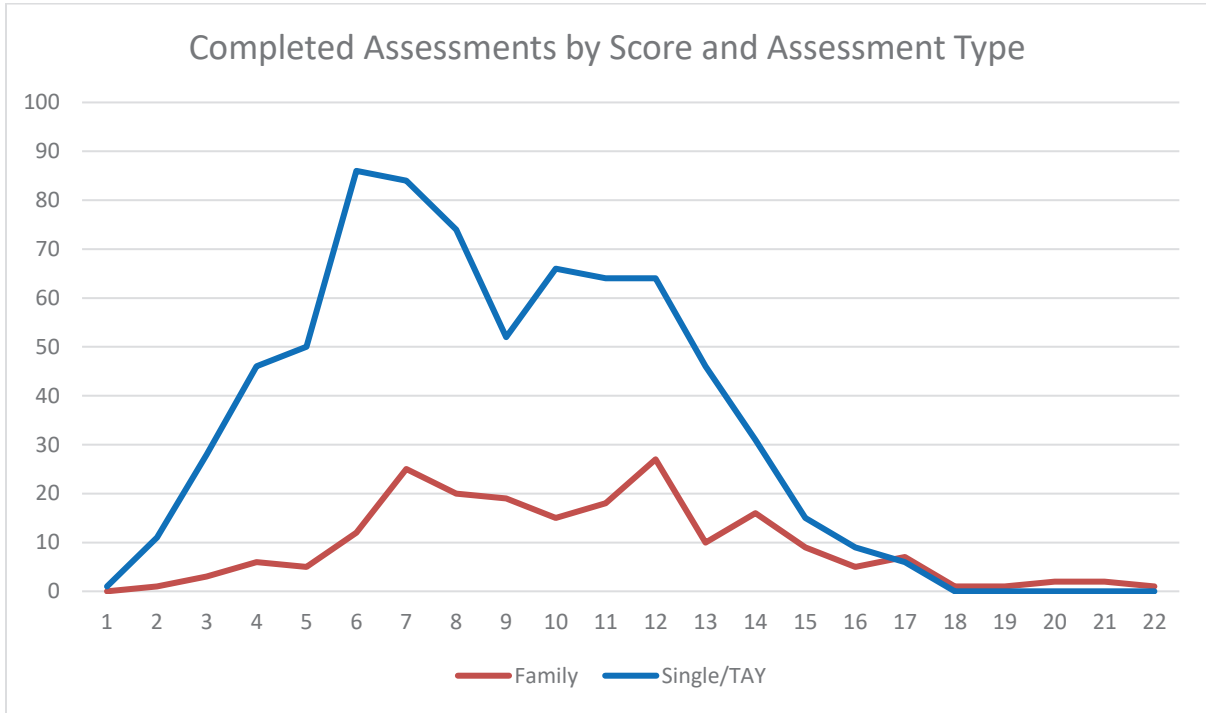July 1, 2020 – June 30, 2021

Age of Persons Completing Assessemnts*

- 0-17 0%
- 18-24 7%
- 25-34 18%
- 35-44 23%
- 45-54 20%
- 55-64 21%
- 65+ 11%

Chart 2 Continued – Demographics of Persons Who Completed a Smart Path Assessment July 1, 2020 – June 30, 2021

Gender of Persons Completing Assessments*

Other gender Identity 1%

Female 44%

Male 55%

Race of Individuals Completing Assessments*

American Indian or Alaska Native 5%

Asian 1%

Black or African American 6%

Multi Racial 6%

Native Hawaiian or Other Pacific Islander 2%

White 80%

Ethnicity of Persons Completing Assessments*

Non-Hispanic/Non-Latino 62%

Hispanic/Latino 38%

Chart 3 – Assessment Types and Scores

Completed Assessments by Score and Assessment Type

Legend: Family, Single/TAY

- *Vertical Axis = VISPDAT Assessment Scores*
- *Horizontal Axis = Number of Assessments Completed*

Chart 4 – Smart Path Assessments and Referrals to Housing Programs by Scores
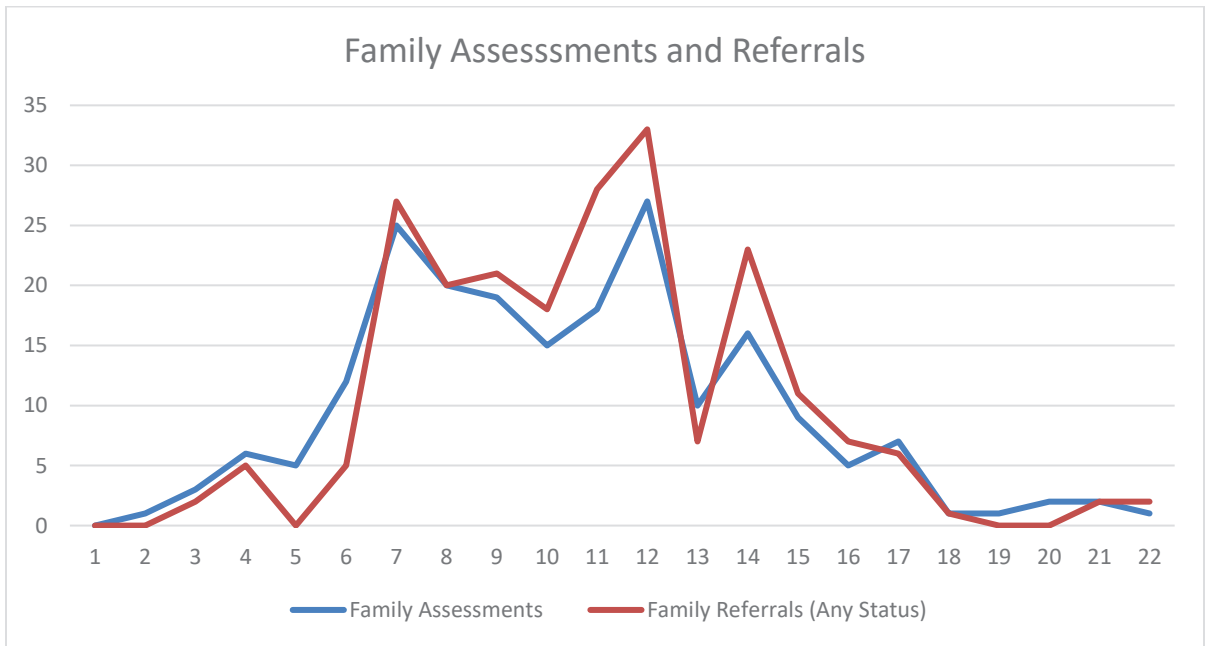
Family Assesssments and Referrals

Legend: Family Assessments, Family Referrals (Any Status)

- *Vertical Axis = VISPDAT Assessment Scores*
- *Horizontal Axis = Number of Assessments and Referrals Conducted*

Chart 4 Continued – Smart Path Assessments and Referrals to Housing Programs by Scores
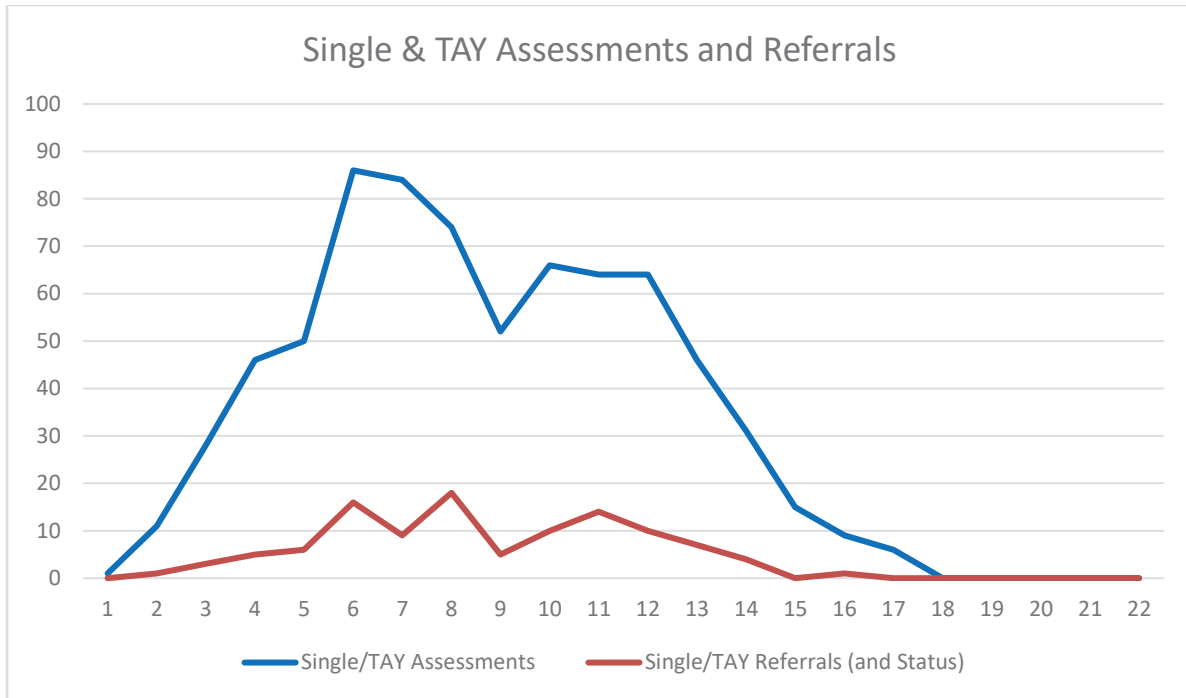
- *Vertical Axis = VISPDAT Assessment Scores*
- *Horizontal Axis = Number of Assessments and Referrals Conducted*

Attachment 6:
County of Santa Cruz – Human Services Department –
Housing for Health Division
Program Update - Rehousing Wave and COVID-19 Shelter Programming
August 10, 2021

Executive Summary

As part of responding to the COVID-19 pandemic, the County of Santa Cruz significantly expanded non-congregate and semi-congregate shelter capacity for households experiencing homelessness. Federal Emergency Management Agency (FEMA) authorization for this effort is scheduled to end September 30, 2021. Using a mix of one-time state and federal funding, the Board authorized a series of new programs and contracts to launch a Rehousing Wave effort to help as many households as possible find permanent housing prior to the closure of public health emergency response shelter programs.

Background

In response to the COVID-19 pandemic, the County of Santa Cruz launched and has continued to operate a significant expansion of emergency shelter resources for households experiencing homelessness. The expansion has been supported by one-time state and federal funding along with FEMA authorization for public health emergency sheltering efforts. FEMA authorization for this effort is currently set to expire on September 30, 2021. As a result of this timeframe, expanded shelter capacity will gradually decrease between the months of July and December 2021.

The shelter expansions include non-congregate Project Roomkey leased hotels and motels, the use of the Santa Cruz and Watsonville Veterans Halls for semi-congregate shelter, semi-congregate sheltering at the National Guard armory, and support to nonprofit operated shelter programs. These expanded public health emergency shelter resources were designed to provide isolation and quarantine spaces for households experiencing homelessness exposed to the virus as well as safe places for those at high-risk for severe illness if they were to become infected. Combined, these efforts are designed to reduce the spread and impact of COVID-19 on households experiencing homelessness and among the general population.

At its March 23, 2021 meeting, the Board approved a series of new nonprofit contractual agreements to support a collaborative effort known as a Rehousing Wave. The effort is focused on maximizing the number of households in COVID-19 sheltering programs that transition to permanent housing. This effort includes the availability of up to $28M worth of resources over a two-year period with the largest financial contribution coming from the potential value of Housing Authority vouchers for more than 300 households. Over this two-year period the effort aims to assist at least 225 households with moving to permanent homes. The Rehousing Wave effort includes the following key components coupled with the need for community involvement, particularly from property owners and managers:

- Two nonprofit and one county operated strength-based case management and housing navigation teams
- A set-aside of housing subsidies or vouchers from the Housing Authority of the County of Santa Cruz
- Rapid rehousing funding to help with time-limited move-in and rental assistance
- Flexible housing problem solving and homeward bound funding to help with one-time housing related expenses and supports
- A real estate partnership program to develop relationships with property owners and managers willing to participate in the rehousing effort by making units available to participating households receiving services and financial assistance
- A volunteer and donation mobilization effort to help households obtain items needed to meet their needs and transition to permanent housing
- Plans to acquire properties for short and long-term housing using available state funding resources, such as, Project Homekey

Analysis

Homeless Management Information System (HMIS) data from July 25, 2021 indicates there were 269 households and 304 individuals still participating in COVID-19 expanded shelter programs. Two of the three strength-based case management and housing navigation programs have started serving these participants with more than 140 households enrolled in their programs. Forty-two housing authority applications have been submitted and fifteen households have moved into or signed leases for permanent housing.

To date, the real estate partnership team has pursued 240 advertised rental units, contacted 31 property management companies about the new program, attended 47 apartment viewings, and submitted 35 rental applications on behalf of participants. The team secured four-unit hold agreements and continues to organize outreach and education events with property owners and managers. The team secured a Sereno 1% for Good $5,000 grant to support ongoing property owner and manager outreach efforts.

The current pace of helping participants secure permanent housing is unlikely to result in all households obtaining a permanent home before the COVID-19 expanded shelter programs close. To the extent one-time financial resources remain available, they will be utilized as needed on an individual household basis to secure temporary accommodations for households actively working with providers to find a permanent home.

Over the next several months, H4H staff will actively work to find existing properties and parcels for use as temporary and permanent housing in advance of the availability of specific federal and state funding opportunities. H4H intends to secure funding and the necessary approvals to support at least one new emergency shelter location and one new permanent housing location over the course of the next fiscal year.