**Housing for a Healthy Santa Cruz**

# Six-Month Work Plan Update
# July – December 2021

A Strategic Framework for Addressing Homelessness in Santa Cruz County



**Board of Supervisors Presentation – March 22, 2022**

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HUMAN SERVICES DEPARTMENT

# Presentation Overview

Six Month Plan Update

Housing Affordability Gap and Homelessness

Strategic Framework Goals

Funding Overview and Gaps

Shelter and Rehousing Wave

HEAP Funding Summary and Lessons

*"A sense of belonging appears to be a basic human need – as basic as food and shelter."*
*— Dr. Kenneth Pelletier*

# Six Month Plan Update (July – December 2021)

9 of 11 milestones partially or fully completed

**Significant Accomplishments:**

- Secured **$7.7M** in competitive grants
- Rehousing Wave – **107 households** moved to permanent homes
- **Collaboration with Health Services Agency** to create multi-disciplinary street outreach teams

- Helped prepare **four Project Homekey applications** for more supportive housing
- **Improving data collection** and reporting and preparing for 2022 point-in-time count
- Preparing to launch **new Continuum of Care (CoC) structure** – H4H Partnership

# Strategic Framework: Capacity Goals

Framework System Capacity Targets and Current Capacity

|  | Baseline | Framework Target | Current Capacity |
|---|---|---|---|
| **Temporary Housing** | 440 | 600 | 659 |
| **Rapid Rehousing** | 140 | 490 | 194 |
| **Permanent Supportive Housing** | 500 | 600 | 792 |
| **Very Low-Income Affordable Housing** | Not Established | +734 (RHNA Goal) new units | +105 |

# Strategic Framework: Performance Goals
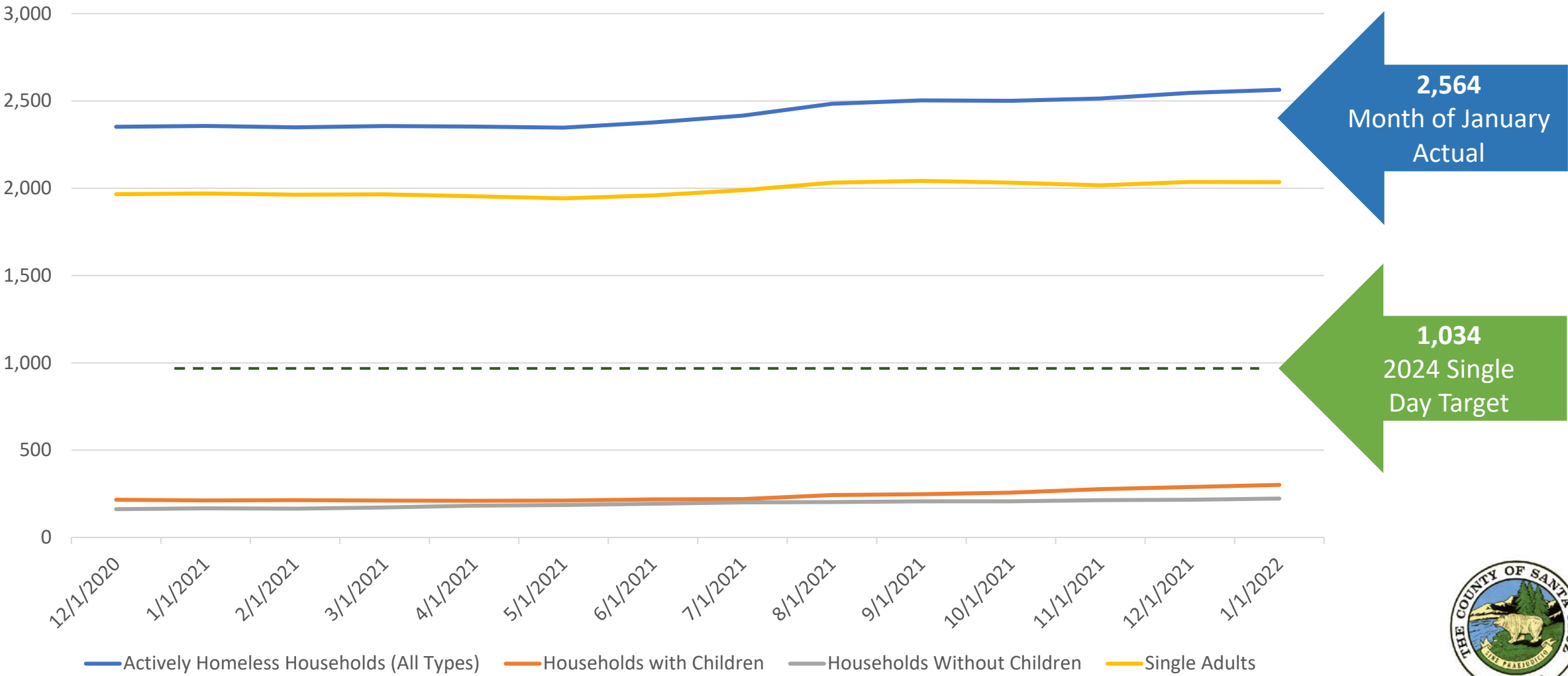
## HMIS Performance Data Relative to Targets
### (12-month period through January 2022)

| Measure | Emergency Shelter | | Transitional Housing | | Rapid Rehousing | |
|---|---|---|---|---|---|---|
| | Current Value | Target | Current Value | Target | Current Value | Target |
| Reduce Length of Stay (days) | 125 | 60 | 482 | 250 | 381 | 180 |
| Increase Rehousing Rate | 20% | 40% | 73% | 80% | 66% | 85% |

# Shelter Capacity



Santa Cruz County - Emergency Shelter and Transitional Housing Bed Capacity Over Time

# REHOUSING WAVE
## SANTA CRUZ COUNTY
UNLOCKING HOUSING SOLUTIONS, ONE KEY AT A TIME.
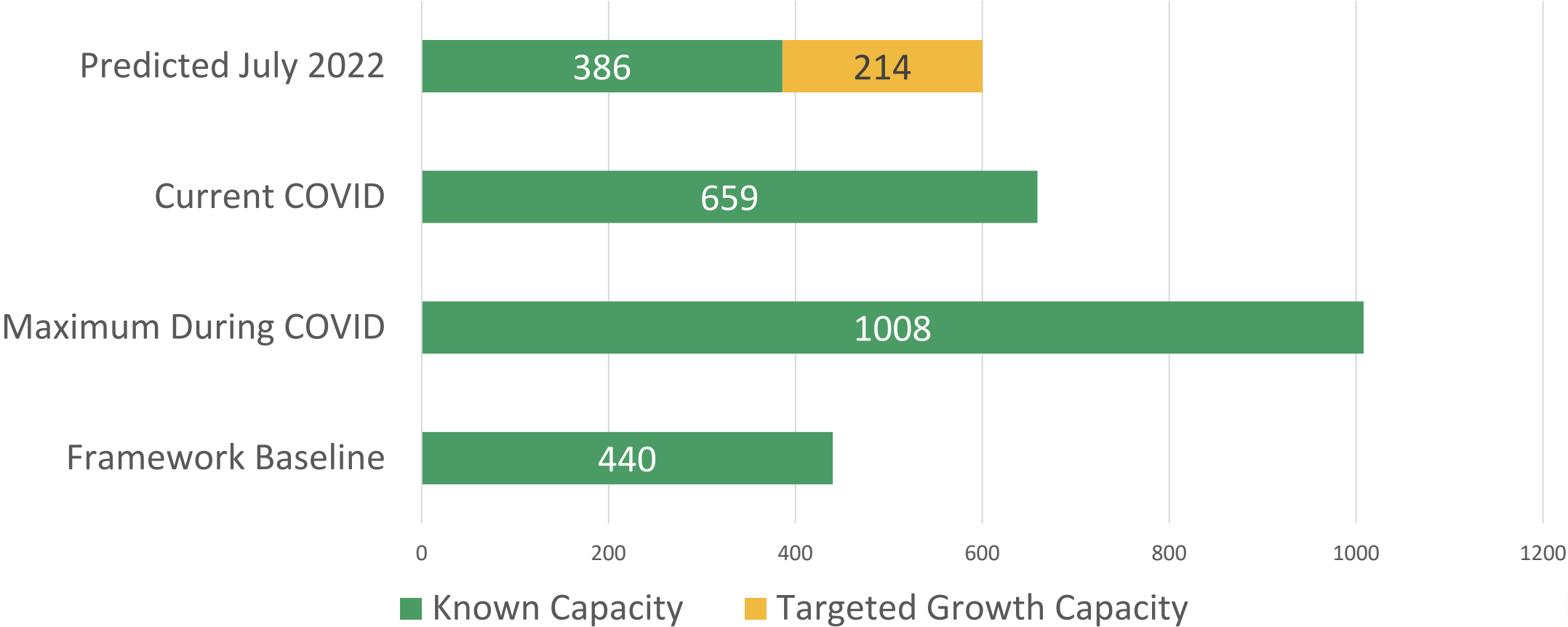
- Three Strength-Based Care Management and Housing Navigation Teams (County, Abode, Housing Matters)

- Real Estate Partnership Program (Abode)

- Flexible Rehousing Funding (CAB)

- Housing Authority Permanent Housing Subsidies

- Vets Hall Board of Trustees C.A.R.E. Packages
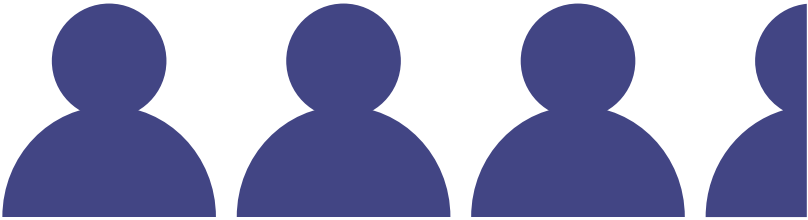
**About 9 months of operations….**

- 259 households and 309 people served

- 107 households in permanent homes

- 315 households with Housing Authority housing subsidies; 72 using them; rest in process or searching

**BIGGEST CHALLENGE: Finding Available Rental Units**

# Housing Affordability Gap



**Average Santa Cruz Renter**

needs 3.4 full-time jobs to afford…

Two-Bedroom Apartment at Fair Market Rent

"Out of Reach 2021" National Low Income Housing Coalition Data:
Highest Rate in State of California

# Housing Affordability Gap - Impacts

**Precipitating Factors** → **Housing Stressors** → **Resulting Impacts**

**Precipitating Factors**

- Inadequate affordable housing stock
- Living on fixed or limited incomes
- Lack of consumer protections
- Racial discrimination in housing and financial access
- Lack of services

**Housing Stressors**

- Relationship loss
- Health issues
- Cognitive decline
- Challenges with activities of daily living (ADLs/iADLs)
- Sudden increase in housing/ other expenses (often medical)
- Difficulty managing money
- Job loss
- Predatory lending
- Abuse or neglect

**Resulting Impacts**

- Displacement
- Housing instability/ at-risk of homelessness/ couch surfing
- Literally homeless

Increasing levels of stress and impact on health and quality of life

# Housing Affordability Gap - Progress

**Regional Housing Needs Allocation (RHNA)**
Central County Comparisons for Very Low-Income Unit Production to December 2020

| County | County Total Population (2018) | Very Low Income (VLI) RHNA Housing Goal | Current # of Building Permits Issued for VLI Housing |
|---|---|---|---|
| San Benito | 61,537 | 520 | 0 (0%) |
| Santa Cruz | 274,255 | 734 | 105 (14%) |
| Monterey | 435,594 | 1780 | 524 (29%) |
| San Luis Obispo | 284,010 | 1020 | 498 (49%) |

# Funding Overview: Average Costs

Outreach team serving 100 people at a time

**$720,000** PER YEAR

100 emergency shelter beds year-round

**$3.65 Million** PER YEAR

100 rapid rehousing

**$3.2 Million (time-limited)** PER YEAR
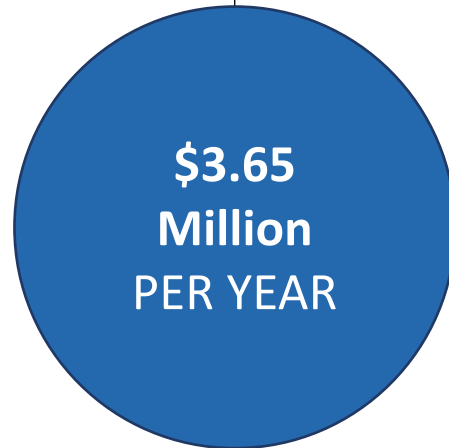
100 permanent supportive housing slots

**$3.2 Million (ongoing)** PER YEAR

# Funding Overview and Gaps

**Framework Goals:**
**Annual Dollars Needed vs. Available**

More than 40 local, state, and federal grants/sources to coordinate and manage

$77,394,000

$36,870,000

$22,011,400

Estimated Dollars Needed          Currently Available          Available That is One-Time

# Homeless Emergency Aid Program (HEAP)
## What happened?

- 2018 State funding to address "emergency" need – large city influence

- First state general fund dollars going statewide to address homelessness

- Money distributed to large cities and CoCs (not counties)

- **$9,966,608** available for Santa Cruz CoC

  - $7.4M for shelters
  - $1.2M for housing services
  - $950K for basic needs
  - $350K for coalition infrastructure

- Over 3,100 people received a service

- 342 people documented to move to permanent housing

# Homeless Emergency Aid Program (HEAP)
## Lessons Learned

| What Worked | Opportunities for Improvement |
|---|---|
| • Launched innovative pilot programs, e.g., landlord incentives | • Emergency services and shelter services without a housing exit focus do not solve homelessness |
| • Helped address deferred maintenance and infrastructure issues | • Investments need to link key efforts together to get to positive housing outcomes for participants |
| • Improved ADA and hygiene access with mobile and site-based facilities | • Fewer, deeper investments in specific programs are needed to achieve Framework outcomes for specific populations |
| • Helped smaller organizations build capacity | • Need improved HMIS data quality and monitoring |
| • Helped meet emergency health and safety needs | |
| • Began pattern of funding year-round stable emergency shelter programs for adults | |
| • Expanding youth services and leveraged HUD youth funding | |

# Six-Month Plan (January – June 2022)

- Complete 2022 Point-In-Time Count of People Experiencing Homelessness

- Launch Housing for Health Partnership CoC structure

- Follow-up and Additional Project Homekey Applications

- Launch New Street Outreach Efforts

- Eviction and Homelessness Prevention – Build Lasting Network

- HMIS – New Policies, Data Quality, Data Integration

- COVID Shelter to New Baseline Shelter Capacity

- CalAIM – Medi-Cal Reform Partnership Planning and Implementation

- Centralize Flexible Housing Assistance Funding… (and more)

# Questions & Discussion