



COMMUNITY ADVISORY COMMITTEE ON HOMELESSNESS (CACH)

Regular Meeting

Tuesday, Oct. 1, 2019

6:00 p.m. Meeting Begins

Louden Nelson Community Room
301 Center Street, Santa Cruz, CA 95060

A G E N D A

- I. Call to Order and Roll Call**
- II. Public Comment (time limited; for matters listed and not listed on the agenda; exclusively to accommodate the public that may not be able to attend the entire meeting)**
- III. Minutes from Sept. 17th CACH meeting**
- IV. Review and Approval of the Subcommittee Bylaws**
- V. Staff Financial Report on City Homelessness Expenses and Revenue Sources**
- VI. Report from CACH Subcommittees**
- VII. Oral Communications (for items not listed on the agenda)**
- VIII. Adjournment**

Adjournment -- The Committee Advisory Committee on Homelessness (CACH) will adjourn from the public meeting of Oct. 1, 2019 to its next meeting: Oct. 15, 2019, 6:00 p.m.

The City of Santa Cruz does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the City Clerk's Department at 420-5030 in advance so that we can arrange for such special assistance. The Cal-Relay system number: 1-800-735-2922.

Community Advisory Committee on Homelessness (CACH) meetings will be recorded for the purpose of preparing minutes.

Police Department Community Room
155 Center Street
Santa Cruz, California 95060



DRAFT MINUTES OF COMMUNITY ADVISORY COMMITTEE ON HOMELESSNESS (CACH)
MEETING
Regular Meeting
Sept. 17, 2019

6:00 P.M. REGULAR MEETING – SANTA CRUZ POLICE DEPARTMENT, COMMUNITY ROOM

Statements of Disqualification: Section 607 of the City Charter states that "...All members present at any meeting must vote unless disqualified, in which case the disqualification shall be publicly declared and a record thereof made."

General Business: Any document related to an agenda item for the General Business of this meeting distributed to the CACH less than 72 hours before this meeting is available for inspection at the City Manager's Office, 809 Center Street, Santa Cruz, California. These documents will also be available for review at the CACH meeting with the display copy at the rear of the meeting room.

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Community Advisory Committee on Homelessness (CACH) Agenda

Sept. 17, 2019
6:00 pm

- I. **Call to Order Roll Call (6:02 pm)** - Committee Members present: Ami Chen Mills-Naim, Ingrid Trejo, Candice Elliott, Serg Kagno, Don Lane, Taj Leahy, Brooke Newman, Aran Nichol*, Frank Sanchez, Rafael Sonnenfeld, Dwaine Tait, Stina Roach, and Katie Woolsey

Ms. Nichol arrived at 6:08

No absences

- II. **Public Comment (6:02 pm)**

- III. **Minutes from Aug. 3rd and Aug. 10th CACH Meetings (6:03 pm)**
Mr. Lane moved to approve minutes, seconded by Mr. Leahy

Mr. Kagno proposed changes to the Sept. 3rd minutes, Mr. Lane accepted.

Minutes with changes approved by consensus

IV. CACH Phase 1 Sub-Committee Recommendations for CACH Phase 1 Work Plan (6:05 pm)

Sub-Committee presented report (6:05 pm)

Mr. Keeley presented on what a CACH deliverable could look like (6:17 pm)

Break (6:40 - 6:48 pm)

Wise Democracy of Santa Cruz conducted a Dynamic Facilitation (see attached table) (6:48 pm)

Upon completion of the Dynamic Facilitation, the CACH decided to establish the following subcommittees:

Public Health and Storage	Sanctioned Encampments and Safe Sleeping	Metta: Community Engagement
Aran	Frank	Ami
Serg	Stina (2 nd choice)	Candice
Stina	Don	Ingrid
Dwait	Rafa	Taj
Rafa (2 nd choice)	Serg (2 nd choice)	Rafa (3 rd Choice)
Katie	Brooke	

The following preliminary guidelines were established for the sub-committees:

- CACH Co-Chairs and staff will draft sub-committee bylaws and protocols.
- The sub-committees will research their assigned topics with an eye for: Funding options, Siting options, Public Engagement, and Program Management (best practices).
- Sub-committees will provide a progress report to the whole body at each CACH meeting.
- Sub-committees will use Mr. Keeley’s presented rubric as a guide.
- Sub-committees will set a meeting schedule that works for all members, if a member cannot attend the scheduled meeting, the sub-committee will meet anyway.

Mr. Sonnenfeld moved to approve the below motions, seconded by Ms. Roach

Approved by consensus:

- Staff will present a fiscal report on Homelessness expenses and funding sources

- Staff will report on existing siting research/considerations
- Staff will report on former successful public engagement options
- Staff will request that the City Attorney present on the drafted new camping ordinance
- Staff, in consultation with the Co-Chairs, will submit sub-committee bylaws and protocols

V. Oral communications (for items not listed on the agenda) (8:52 pm)

VI. Adjournment (9:01 pm)

Ms. Woolsey moved to adjourn, seconded by Ms. Newman

Approved by consensus

Dynamic Facilitation Notes

Data	Solutions	Concerns	Problem Statements
1. perception is a big deal	1. Solution needs to address needs of housed and unhoused	1. Rains have started/are coming	1. How do we determine the highest priority/actionable solutions?
2. Housed people talk about the homeless as causing the health and safety issues, while homeless people are living with health and safety issues	2. Establishing values: dignity, wellbeing (mental/physical), respect	2. Siting is biggest issue – how much stakeholder buy is “enough” (informed consent)	2. How do we define “feasibility?”
3. Need to set realistic timeframes for achieving community/stakeholder buy in	3. Engage broad number of stakeholders	3. Not all voices will get heard	3. How do we engage and create community buy in?
4. National Alliance to End Homelessness = good resource	4. understand different levels of roles and responsibilities	4. other voices/messages will dominate	4. How do we determine cost/budget of solutions?
5. Someone for NAEH will come to SC to inform	5. Understand continuum of care in city and county	5. How are we going to make decision in the CACH	5. What is the purpose of the CACH (policy or implementation)
6. Certain things naturally move farther than others	6. Identify gaps in service	6. Not enough time in meetings	6. How do we determine criteria?
7. Focus Strategies can help	7. Look at evidence based best practices	7. Scope creep	7. What is the role of subcommittees?
8. 1 thing will help establish process	8. Create sub-committees to move the process along	8. Don't have experience “pushing policy”	8. What is the role of staff?
9. These are long-term problems that are getting short term solutions	9. Break work into “chunks” (sub-committee)	9. Are we taking heat off City Council?	9. How do we find Evidence Based Practices?
10. RSC will be closed for infrastructure development	10. Pick one thing (policy) to recommend and make it happen, develop understanding, lay foundation for future work, do one thing really well	10. We need to get more educated	10. How can we simplify decision making process within CACH?
11. RSC was funded by HAP. For SA but site is only available until mid-	11. Hybrid of 1-focus path (above) = divide CACH into 2-4 subcommittees and	11. RSC is going to close	11. How distributed do we want to be?

March	move forward with whoever is ready can present		
12. Needle questions arise but the issue is multi-faceted	12. Each subcommittee follows same protocols	12. Looking at 1 thematic issue is too simplistic	12. Where will people without homes sleep in Dec.?
13. If we don't do all 5 things	13. Specific in depth 2-way community discussion to create buy-in, understanding	13. We aren't getting anything done	13. How do we incentivize people to use the shelter beds/services available?
14. 800 Homeless	14. Subcommittees can meet more often	14. Days when shelters are full, where do we tell people to go?	14. How do we direct people to safe sleep?
15. 450 have shelter	15. Find long-term funding for long-term problem	15. Process is over complicated	15. How much community buy in does the council need?
16. 4 sites on the table-but insufficient community buy-in	16. Pick one of the thematic areas to tackle with a few sub topics	16. Tendency to "perfect enemy" gets in the way of actual acting	16. How do we better understand stakeholder needs?
17. More can be accomplished with subcommittees	17. Get info from CACH members. Subcommittees could focus on: what funds are available, what are potential sites/best practices (temp or permanent)	17. Don't want to waste time on new safe sleep ordinance when it already has been worked on	17. How do we establish subcommittee process?
18. We have different expectation of what a subcommittee is	18. Partner with people doing the work	18. Half-baked proposal will blow up in our face	
19. Taj has fixed that superstructure	19. Start the first thing, then leverage into next	19. We need criteria for each subcommittee to abide by	
20. We need staff involved for experience/knowledge	20. Housing, weather protection	20. We might over think committee criteria	
21. Community doesn't necessarily understand nuances of different styles of camp management	21. Storage facility		
22. All solutions revolve around siting	22. Access to bathrooms		
23. All solutions revolve around management	23. We need co-chairs to make assignments and get busy		
24. All solutions revolve	24. Determine site		

around funding	locations		
25. It's okay to ask city for things	25. Navigation center with services		
26. Low hanging fruit is what can get done in 1 month	26. Police having "a place" to tell people to go (legal place to be)		
27. Some things don't need committees	27. Hygiene services/facilities		
28. community engagement and siting are each committee	28. Focus on "ordinance, procedural" shift		
	29. Look at shelter program modeling		
	30. Need community buy-in committee focused on community engagement, funding, siting, etc.		
	31. Push through siting itself by: superstructure for tents		
	32. Let's start volunteering for committees/issues		
	33. Focus on informed consent		
	34. CACH members should move toward issues they are drawn to		
	35. Focus on health aspect as high priority, it's not political, affects everyone, easier consensus		
	36. Finding places for safe sleeping		
	37. Design need to include all needs (housed, unhoused)		
	38. Educate community about the "reality" of risks		
	39. Ask City attorney for draft of "safe sleeping" ordinance		
	40. Invite City Attorney to give presentation to CACH regarding camping ordinance		
	41. Change church safe		

	sleep places from 3 to 5 spaces		
	42. Add “best practices” to Fred’s list		
	43. Get some success under our belts, pilot		
	44. Things that don’t require committee work can be done now		
	45. Proposed structure of sub committees: Metta: 1) Community engagement 2) Overall Funding Options Project Specific: 1) Siting 2) Secure Hygiene Resources		
	46. Each project subcommittee comes back with info re: siting, funding, management (“best practices”), public engagement, Fred’s criteria		

Community Advisory Committee on Homelessness (CACH)
Subcommittee Bylaws and Protocols

Community Engagement - Public Health and Storage - Sanctioned Encampments and Safe
Sleeping

Approved by the CACH:

Article I. Purpose of Subcommittees

The purpose of the CACH Subcommittees is to divide the full CACH's workload. Recommendations of a Subcommittee must be approved by the CACH before being reported to the City Council.

Article II. Authority and Establishment of the Subcommittee

The three above-named Subcommittees were established by CACH on September 17, 2019. The Subcommittees are not subject to the Brown Act. The Subcommittees are established for 3 months from the time of the first meeting, with extensions allowed with CACH approval.

Article III. Organization of the Subcommittees

(a) Subcommittee Composition

Subcommittee membership shall be comprised of up to six CACH members and supporting City staff.

- (i) Public Engagement:
 - Ami Chen Mills-Naim
 - Candice Elliott
 - Ingrid Trejo
 - Megan Bunch (CMO)
 - Ralph Dimaracut (CMO)

- (ii) Public Health and Storage:
 - Serg Kagno
 - Stina Roach
 - Aran Nichol
 - Dwaine Tait
 - Katie Woolsey
 - Ron Prince (CMO)
 - Tony Elliot (P&R)

(iii) Sanctioned Encampments and Safe Sleeping:

Don Lane
Brooke Newman
Frank Sanchez
Rafael Sonnenfeld
Susie O’Hara (CMO)
Lee Butler (Planning)

(b) Convener

The CACH Co-Chairs shall appoint a Convener to facilitate Subcommittee meetings. The Convener has no motion authority and serves at the pleasure of the CACH. The Convener’s role is to oversee the meeting process and help provide structure and adherence to the agreed upon Subcommittee bylaws and protocols.

(c) Quorum

The Subcommittee may conduct business with less than a full membership but every effort should be made by the Convener to schedule and conduct meetings that are accessible and inclusive of the entire Subcommittee membership. Subcommittee meetings will be considered to have sufficient members present to convene if there are at least 2/3rds of Subcommittee members and one staff member at the meeting.

Article IV. Roles and Communications

(a) Subcommittee-CACH

- (i) The Subcommittee, as a body, communicates to the full CACH through the regularly scheduled and Brown Act-subject CACH meetings. No other communication is allowed by individual members of Subcommittees to the full CACH or to individual members of the CACH that are not assigned to the Subcommittee.

(b) Subcommittee-City Council

- (i) The Subcommittee, as a body, communicates to the City Council at the direction of the full CACH. Subcommittee members, as individuals, may not represent the Subcommittee in communications with the City Council or individual City Councilmembers without full CACH approval but may represent themselves to that body or those individuals, with that stated disclaimer.

(c) Subcommittee-City Staff

- (i) The Subcommittee, as a body, communicates to City staff through the Subcommittee-assigned City Manager's Office or Department staff. No other communication is allowed by individual members of Subcommittees to City Staff unless the Subcommittee has approved such outreach and communication.

Article V. Work Plan

The Subcommittee will agree on a work plan and that work plan shall be presented to the full CACH at the time it is ready in draft form. This will include an early agreement about the form of the work product and timeline for reports and recommendations to the public and/or full CACH.

Article VI. Decision-making process

- (a) The overall objective of the Subcommittee's work is to develop consensus-grounded policy recommendations to the full CACH. To achieve this desired outcome, the Subcommittee shall deliver policy recommendations with the following elements:
 - (i) Problem statement
 - (ii) Proposed solution
 - (iii) Responsible level of government (primary, secondary and other)
 - (iv) Cost of solution including fiscal, staffing, resource and opportunity cost
 - (v) Revenue to pay for solution (City and others)
 - (vi) Operational plan with evaluation of best and evidence-based practices and siting considerations
 - (vii) Community engagement plan

(b) General Decision Process

By virtue of the General Decision Process established herein, the Subcommittee shall arrive at a collective recommendation to the full CACH rather than being an avenue for individual Subcommittee members to deliver recommendations to the full CACH. In the

instance where all of the elements of the below-articulated decision-making process are exhausted without successful outcome, dissent or minority reports are allowed, but are to be delivered as such to the full CACH by those dissenting Subcommittee members rather than from the Subcommittee itself.

The Committee's decision-making processes will differ from the Council or City Commissions in that it is intended to reach consensus through a collaborative process (See glossary.) Therefore, the Subcommittee will use this hierarchy of decision tools:

- (i) The preferred decision tool is for the Subcommittee to arrive at a "sense of the meeting."
- (ii) Consensus is highly desirable.
- (iii) Informal voting may only be used to explore the decision space.
- (iv) Formal voting may be used as a fallback when consensus fails. Passage of a motion shall require a 2/3 majority of the members present and voting.
- (v) Formal mediation may be used in the event that the Committee, utilizing the agreed-upon General Decision-making Process as stipulated in Article VI a (i-iv), reaches impasse.

Article VII. Meeting Procedures

- (a) Subcommittee meetings will occur weekly or as agreed upon by the Subcommittee. To insure an inclusive process and engage all the members of the Subcommittee, every effort shall be made to accommodate the availability of the individual Subcommittee members. Subcommittees shall not meet without at least one member of staff present. Subcommittee meeting shall not be scheduled on the same day that a scheduling request is made.
- (b) City staff shall not be voting members of the Subcommittee but are expected to support Subcommittee work by serving as experts in their field and providing:
 - (i) Current status of related policy at a local, regional, and statewide basis, including fiscal, legal, and political obstacles.
 - (ii) Feasibility analysis as it relates to City operations, staffing requirements, budget, permitting, community acceptance, etc.

- (iii) Overview of best and evidence-based practices.
- (iv) Community engagement planning and support.
- (v) Note and minute taking.
- (vi) Solicitation of outside experts in the field of the Subcommittee's charge to support the Subcommittee's work plan.

(c) Involvement of the Public in Meetings

There shall be no involvement of the public at Subcommittee meetings unless approved by the Subcommittee in advance.

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Glossary

Action only minutes: these are the minutes that show the actual decisions and forward actions.

Consensus: consent of all the parties. Consensus can include “standing aside,” in which one or more parties can say “I am not going to block this, but I am willing to let it go. However, I want my non-agreement to be noted.”

Sense of the Meeting: After discussing an issue, often at some length, there is a palpable feeling in the room that a wise and stable decision has been reached the facilitator or Co-Chair will confirm with the group that a sense of the meeting has been achieved.

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**COMMUNITY ADVISORY
 COMMITTEE ON HOMELESSNESS
 (CACH)
 AGENDA REPORT**

Oct. 1, 2019

DEPARTMENT: City Manager’s Office

SUBJECT: Fiscal Report on Homelessness Expenses and Revenue Sources

RECOMMENDATION: The CACH receive a staff presentation on the City’s fiscal landscape, both expenditures and revenues, related to homelessness.

BACKGROUND: As the CACH moves forward with recommendations to the City Council, it is important to understand the City’s fiscal landscape in regards to homelessness. Included herein is an overview of the current (and projected) expenses as well as potential revenue sources.

EXPENSES: The homelessness-related expenses incurred by the City of Santa Cruz can be categorized into the following areas: departmental operating expenses, direct services, and community program support. Departmental expenses encompass the range of efforts put forth by Public Works, Parks and Recreation, Santa Cruz Police Department and the City Manager’s Office to manage homelessness issues within the City, such as campsite clean-up, vandalism repair, education and outreach. The City currently offers direct services such as financial support for the winter shelter program and oversight of the River Street Camp. And finally, the City helps fund many community based program that support those currently experiencing homelessness.

Below is a table that outlines these average annual expenses:

Department or Program	Description of Services	Average Annual Expenditure
City Department Operational Expenses (not inclusive of all Depts within the City)		
Public Works: Resource Recovery	Campsite clean up	\$300,000*
Public Works: Operations Division	Infrastructure repair, syringe clean-up	\$140,000*
Parks and Recreation	Open space management	\$320,000*
Park Rangers	Municipal code enforcement and resource management	\$460,000*
SCPD	Estimated 60% of PD calls for service are homeless-related issues	\$14.8 million*
CMO	Gateway camp safety and hygiene	\$300,000
*based on 2017 expenses		
Total In Kind Expenses		\$16,320,000
Direct Services		
River Street Camp	Infrastructure and shuttle services	\$220,000

	(does not include operation/staff)	
Winter Shelter	City's portion of support	\$171,448
Community Program Support		
Encompass Community Services	Housing pathways	\$50,000
Families in Transition of SC County	Family Housing Stabilization	\$15,000
Homeless Garden Project	Transitional Employment and Job Training	\$17,000
Housing Matters (formerly Homeless Services Center)	180/2020	\$115,000
Housing Matters (formerly Homeless Services Center)	Hygiene Program	\$30,000
Bob Lee PACT/HOPES Program	Outreach services	\$198,000
Countywide 2-1-1	Information and Referral System	\$6,500
County DOW Program		\$75,000
County MOST Program		\$120,000
HAP Consultant Fees	City's portion of fees	\$14,000
Homeless Management Information System/Coordinated Entry	City's portion of fees	\$16,500
Homeward Bound	Transportation	\$25,000
Homeless Coordinating Committee		\$150,000
Downtown Streets Team	Work-Experience Program	\$340,000
Community Action Board of SC County	Rental Assistance Program	\$30,000
Total Direct Expenses		\$1,202,000
Average Annual Total Expenses		\$17,522,000

REVENUE RESOURCES: The City funds most homelessness response and programming through several revenue sources. Most current in kind and direct service expenses are paid through the City's General and Enterprise Funds. The following additional funding sources are currently available to the City.

Community Development Block Grant (CDBG): The CDBG an annual grant through Housing and Urban Development (HUD), is a program that provides communities with resources to address a wide range of community development needs. The grant averages about \$500,000 annually with \$300,000 of the funding allocated to community organization through a request for proposal process. The Santa Cruz City Council decides how these funds will be distributed each year.

FY 2019-2020: Roughly \$100,000 of the grant is allocated to homelessness-related services.

Future FYs: The decision on how these funds are allocated is up to the Santa Cruz City Council and is therefore a potential source of revenue for additional homelessness-related programming.

Homeless Housing, Assistance and Prevention (HHAP): This California state block grant provides local jurisdictions with funds to support the expansion or development for local capacity to address homelessness.

FY 2019-2020: In 2019 this state funding source was called Homeless Emergency Aid Program (HEAP). HEAP funds were allocated to the City totaling \$1,564,677 (\$1,400,000 for land purchase to locate an emergency/navigation center, \$64,677 for River Street Camp infrastructure, and \$100,000 for hygiene related expenses incurred by the City at the unsanctioned Gateway encampment).

FY 2020-2021: Of the \$650 million HHAP one-time block grant, approximately \$6.5 million is expected to be allocated to the Santa Cruz County Continuum of Care. The allocation/distribution of these funds will be determined by the Santa Cruz County Homeless Action Partnership (HAP).

AB 411: This bill, which is currently awaiting passage at the state level, will avail an estimated \$16 million in bond proceeds already secured by the City to be allocated to housing and homeless-related issues, specifically affordable housing and homeless facility development projects.

HUD Notice of Funding Availability (NOFA): In 2019 HUD made available approximately \$2.3 billion in funding to provide resources to nonprofits, states and local governments to “quickly re-house homeless individuals, families, persons fleeing domestic violence, and youth while minimizing the trauma and dislocation caused by homelessness; to promote access to and effective utilization of mainstream programs by homeless individuals and families; and to optimize self-sufficiency among those experiencing homelessness.” Of the federal funds allocated, \$3,300,000 were received by Santa Cruz County. The City of Santa Cruz has not applied for these funds in the past, but would be eligible to do so.

Grants and Alternative Funding Sources: Although the City does not currently seek out additional grant funding, there are existing sources that could be pursued from other governmental programs to the non-profit sector. Additional research is needed to determine what types of funding sources support municipal programs.

Submitted by:

Megan Bunch, Principal Management Analyst