

# HOMELESSNESS RESPONSE TEAM

*Administered by the City Manager's Office*

The City of Santa Cruz is investing in transformative solutions to homelessness, meeting individual, family, and community needs along the full spectrum from prevention to long-term stable housing.


The activities of the homelessness response team focus on an organizational response to homelessness and housing instability. Santa Cruz is a leader in proactive and innovative approaches to expanding permanent affordable and supportive housing. The actions of the Homelessness Response Team (HRT) will advance the City's longstanding commitment to expand housing opportunities in our community.




## Goals of the Homelessness Response Action Plan:




- ✓ Care & Support
- ✓ Building Capacity & Partnerships
- ✓ Community Safety
- ✓ Permanent Affordable & Supportive Housing
- ✓ Environmental Stewardship

### Contact Us:

 831-420-5365

 <https://www.santacruzca.gov/Government/City-Departments/City-Manager/Homelessness-Response/Impact-Report-and-Resources>

### Departments Collaborating on Homelessness Response:

-  City Manager's Office
-  Police Department
-  Public Works

## Core Services

- Collaborate and coordinate with state and county policy makers as well as community partners to enhance our regional approach to homelessness response
- Oversee the operation of two, 24/7 emergency shelters which provide access to basic services such as showers and cooking facilities, with staff providing daily oversight and support
- Oversee the operation of two safe parking programs providing long-term and overnight parking for oversized vehicles including hygiene services and refuse disposal
- Coordinate and align encampment response efforts and services across City departments
- Provide outreach to unhoused individuals to break the cycle of homelessness by providing connection to available regional services including mental health and substance use treatment.
- Maintain clean streets and open spaces, mitigating the impacts of encampments, with the goal of restoring and protecting our local natural resources
- Keep Santa Cruz a safe environment for all by creating new response models and developing and growing key partnerships with the County and local agencies

## FY 2026 Accomplishments

FY 2026 Accomplishments	<i>Fiscal Sustainability and Transparency</i>	<i>Strong Businesses and Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety and Community Well-Being</i>	<i>Natural and Built Infrastructure</i>	<i>Thriving Organization</i>
Managed \$4.03 M in Encampment Resolution Funding (ERF) in partnership with Housing Matters to provide outreach, case management, and interim housing for people experiencing unsheltered homelessness 🌲 ⚖️ ❤️			X	X	X		
Partnered with the County and Housing Matters to acquire the Santa Cruz Inn, creating 20 interim housing units through a combination of City ERF funds, County Measure K funding, and private capital 🌲 ⚖️ ❤️				X	X		

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Managed \$500,000 through the Pro-Housing Initiative Program in partnership with the Community Action Board of Santa Cruz County to provide critical eviction prevention assistance and rapid rehousing to support the City's most vulnerable populations 🌲 ⚖️ ❤️			X	X	X		
Completed a homelessness response annual progress report for the community 🌲 ⚖️ ❤️				X	X		
Worked with countywide partners to expand capacity to connect people to services provided by the County and community-based organizations 🌲 ⚖️ ❤️			X	X	X		
Implemented a seasonal Severe Weather Shelter Program in partnership with Santa Cruz County 🌲 ⚖️ ❤️				X	X		
Allocated funding to expand public hygiene access citywide, in collaboration with the County of Santa Cruz, to improve health and sanitation for individuals experiencing homelessness 🌲 ⚖️ ❤️				X	X		
Contracted with the Downtown Outreach Worker (DOW) program to provide outreach, evaluation, and connections to social and health services in the downtown area, reducing reliance on emergency and justice systems 🌲 ⚖️ ❤️				X	X		

FY 2027 Goals

FY 2027 Goals	<i>Fiscal Sustainability and Transparency</i>	<i>Strong Businesses and Vibrant Downtown</i>	<i>Housing</i>	<i>Homelessness Response</i>	<i>Public Safety and Community Well-Being</i>	<i>Natural and Built Infrastructure</i>	<i>Thriving Organization</i>
Identify and secure sustainable funding to support the City's emergency sheltering programs and homelessness response services 🌲 ⚖️ ❤️	X			X	X		
Continue to oversee the operation of shelter, safe sleeping, and safe parking programs 🌲 ⚖️ ❤️				X	X		
Complete a homelessness response annual progress report for the community 🌲 ⚖️ ❤️			X	X	X		
Continue working with countywide partners to expand the region's homelessness response including expanded capacity to connect people to services provided by the County and community-based organizations 🌲 ⚖️ ❤️				X	X		
Continue to collaborate with the County in developing operational plans for the Substance Use Disorder Treatment Center at 125 Coral St. including program design, funding opportunities, and operating partners 🌲 ⚖️ ❤️	X		X	X	X		
Continue to identify sustainable funding to provide eviction prevention and rapid rehousing services to City residents 🌲 ⚖️ ❤️	X		X	X	X		
Expand the Homelessness Response Outreach Team to increase capacity to cover more areas citywide and better meet the growing needs of the community 🌲 ⚖️ ❤️				X	X		
Sustain and expand the Downtown Outreach Worker (DOW) program to provide targeted outreach and connections to health and social services downtown, reducing emergency room utilization, psychiatric hospitalizations, and justice system involvement 🌲 ⚖️ ❤️				X	X		
Continue to operate expanded public hygiene access in the City in collaboration with the County of Santa Cruz to support the unhoused community 🌲 ⚖️ ❤️				X	X		

## Workload Indicators

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Tons of encampment debris removed by Operations division 🌲 ⚖️ ❤️	Homelessness Response	475	500	525	440	N/A
Number of emergency shelter spots 🌲 ⚖️ ❤️	Homelessness Response	165	165	165	165	165
Days of severe weather shelter 🌲 ⚖️ ❤️	Homelessness Response	16	15	18	2	N/A
Number of long-term safe parking spots 🌲 ⚖️ ❤️	Homelessness Response	N/A	15	15	15	15
Number of overnight-only safe parking spots 🌲 ⚖️ ❤️	Homelessness Response	12	32	32	32	32
Number of public engagement webinars offered by year 🌲 ⚖️ ❤️	Homelessness Response	N/A	2	2	2	2

## Performance Measures

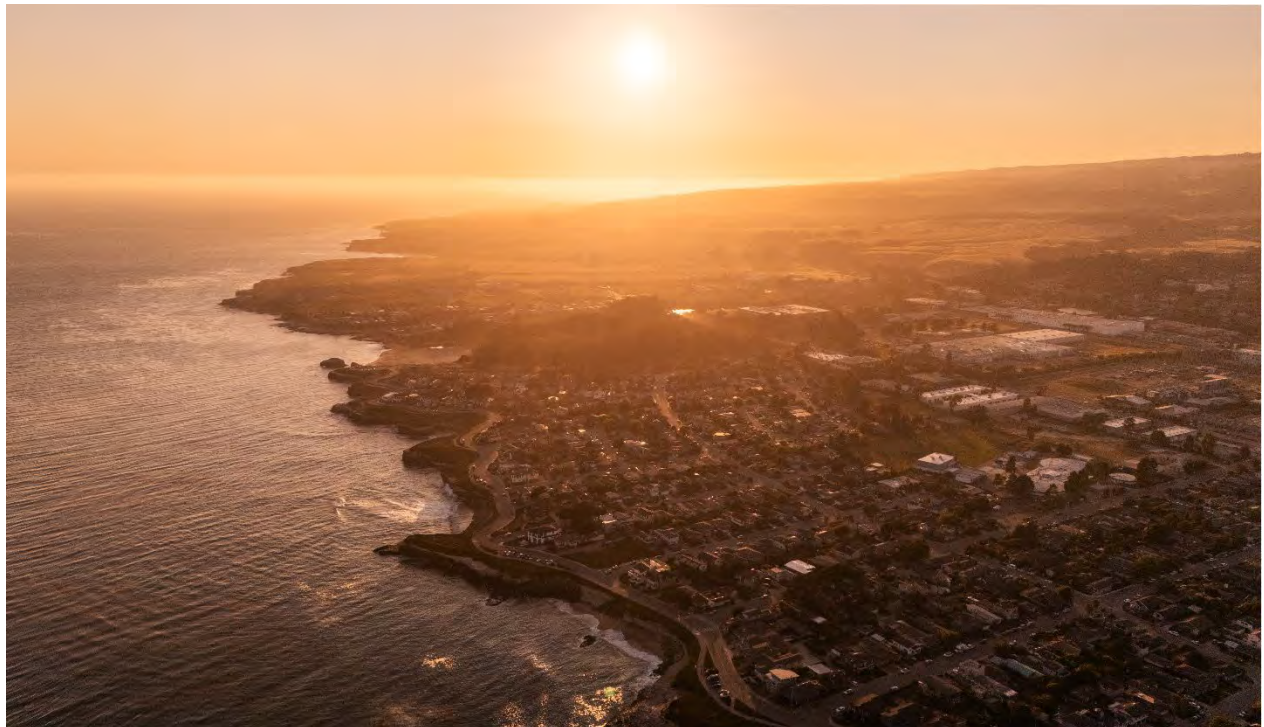
Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
# of individuals served in safe sleeping program 🌲 ⚖️ ❤️	Homelessness Response	422	379	296	N/A	N/A
# of people served in safe sleeping who move into long-term housing 🌲 ⚖️ ❤️	Homelessness Response	N/A	65	78	70	70
# of individuals served in the City's safe parking programs 🌲 ⚖️ ❤️	Homelessness Response	52	120	61	N/A	N/A
Annual Point in Time (PIT) Count results for the City of Santa Cruz 🌲 ⚖️ ❤️	Homelessness Response	1,028	659	862	*	*

\*\* The PIT Count is conducted in January of each year and is therefore a calendar year, not Fiscal Year, metric. The 2026 PIT Count numbers have not yet been released.

## Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Adopted	FY 2027 Change
Community Service Officers (SCPD)	2.00	2.00	2.00	-	(2.00)
Director of Homelessness Response and Community Services (CMO)	-	1.00	1.00	1.00	-
Homelessness Response Coordinator (CMO)	1.00	1.00	1.00	1.00	-
Homelessness Response Field Crew Workers (PW)	3.00	3.00	3.00	3.00	-
Homelessness Response Manager (CMO)	1.00	-	-	-	-
Homelessness Response Specialist I/II (CMO)	2.50	3.00	3.00	4.00	1.00
Homelessness Response Field Crew Supervisor (PW)	1.00	1.00	1.00	1.00	-
Police Officer (SCPD)	1.00	1.00	1.00	3.00	2.00
Police Sergeant (SCPD)	1.00	1.00	1.00	1.00	-
Principal Management Analyst (CMO)	0.50	0.50	0.50	0.50	-
<b>Total</b>	<b>13.00</b>	<b>13.50</b>	<b>13.50</b>	<b>14.50</b>	<b>1.00</b>

\* "Amended" refers to the FTE count as of the adopted budget of the indicated fiscal year, plus any adjustments authorized by City Council within the course of the year



## Budget Summary - Homelessness Response Team

Fiscal Year 2026

	Fiscal Year*	Fiscal Year 2026			Fiscal Year
	2025 Actuals	Adopted Budget	Amended* Budget	Year-End Estimate	2027 Adopted
<b>EXPENDITURES BY CHARACTER:</b>					
Personnel Services	1,551,265	2,130,418	2,157,594	2,293,357	1,905,143
Services, Supplies, and Other Charges	7,194,566	8,299,256	8,922,216	7,557,995	7,320,783
Capital Outlay	2,060,649	-	1,971,535	-	10,300
<b>Total Expenditures</b>	<b>10,806,479</b>	<b>10,429,674</b>	<b>13,051,345</b>	<b>9,851,352</b>	<b>9,236,226</b>
<b>EXPENDITURES BY DEPARTMENT:</b>					
City Manager	8,638,216	10,218,825	7,831,369	7,762,940	7,157,236
Police	1,099,743	1,631,043	1,625,301	885,492	762,187
Parks and Recreation	39,600	-	-	-	-
Public Works	1,027,732	992,812	973,004	1,152,920	980,420
<i>Subtotal General Fund</i>	<b>10,805,291</b>	<b>12,842,680</b>	<b>10,429,674</b>	<b>9,801,352</b>	<b>8,899,843</b>
City Manager	-	-	-	-	336,383
Economic Development	5,610	208,664	-	50,000	-
<i>Subtotal Other Funds</i>	<b>5,610</b>	<b>208,664</b>	<b>-</b>	<b>50,000</b>	<b>336,383</b>
<b>Total Expenditures</b>	<b>10,810,901</b>	<b>10,429,674</b>	<b>13,051,345</b>	<b>9,851,352</b>	<b>9,236,226</b>
<b>RESOURCES BY FUND :</b>					
General Fund	101	4,078,144	17,495	2,489,030	-
<b>Total Resources</b>		<b>4,078,144</b>	<b>17,495</b>	<b>2,489,030</b>	<b>-</b>
<b>Net General Fund Cost</b>		<b>(6,732,757)</b>	<b>(10,412,179)</b>	<b>(10,562,315)</b>	<b>(9,236,226)</b>

\*Sums may have discrepancies due to rounding

# Organization Chart

