

# MONTEREY COUNTY



## COUNTY ADMINISTRATIVE OFFICE

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August 13, 2018

The Honorable Stephanie E. Hulsey  
Judge, Superior Court  
Monterey County Superior Courts  
240 Church Street  
Salinas CA 93901

**Re: Response to 2017 - 2018 Monterey County Civil Grand Jury Report: "WHO'S IN CHARGE? Stepping up on Homelessness: The need for strategic leadership and comprehensive planning"**

Dear Judge Hulsey:

Attached please find the Monterey County Board of Supervisors Response to 2017-2018 Monterey County Civil Grand Jury Final Report "**WHO'S IN CHARGE? Stepping up on Homelessness: The need for strategic leadership and comprehensive planning**" and the signed Board Order. The Board of Supervisors approved the response on July 24, 2018, which complies with the requirements set forth in Sections 933 and 933.05 of the California Penal Code.

The Board approved response should be deemed and accepted by the Presiding Judge of the Superior Court of Monterey County and the Monterey County Civil Grand Jury as the response of the Board of Supervisors, County Administrative Officer, and appointed department heads.

Sincerely,

Lew C. Bauman  
County Administrative Officer

By: Nicholas E. Chiulos  
Assistant County Administrative Officer

NEC:mri

cc: Lew C. Bauman, County Administrative Officer  
Office of the County Counsel  
2017 - 2018 Civil Grand Jury

Attachments: Board of Supervisors Response  
July 214, 2018 Signed Board Order

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## Monterey County Board of Supervisors

168 West Alisal Street,  
1st Floor  
Salinas, CA 93901  
831.755.5066

### Board Order

Upon motion of Supervisor Phillips, seconded by Supervisor Parker and carried by those members present, the Board of Supervisors hereby:

- a. Approved the Revised Response to Finding F1 and Recommendations R1, R8, and R9 to the 2017 - 2018 Monterey County Civil Grand Jury Final Report "WHO'S IN CHARGE" Stepping up on Homelessness: The need for strategic leadership and comprehensive planning"; and
- b. Authorized the County Administrative Officer to submit the approved response to the Judge of the Superior Court, County of Monterey, by September 1, 2018.

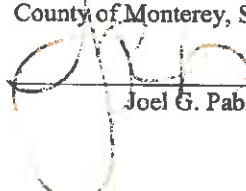
PASSED AND ADOPTED on this 24th day of July 2018, by the following vote, to wit:

AYES: Supervisors Alejo, Salinas, Phillips, Parker and Adams  
NOES: None  
ABSENT: None

I, Valerie Ralph, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 81 for the meeting July 24, 2018.

Dated: July 24, 2018  
File ID: 18-777

Valerie Ralph, Clerk of the Board of Supervisors  
County of Monterey, State of California

  
\_\_\_\_\_  
Joel G. Pablo, Deputy



# **Monterey County Board of Supervisors**

## **Response to the**

### **2017 – 2018 Monterey County Civil Grand Jury**

**"WHO'S IN CHARGE? Stepping up on homelessness: The need for  
strategic leadership and comprehensive planning"**

**July 24, 2018**

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**REPORT TITLE:** "WHO'S IN CHARGE? Stepping up on Homelessness: The need for strategic leadership and comprehensive planning"

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Findings F-1, F-2, F-3, F-4, F-5, F-6, F-7, F-8, F9, F10, F11 and F12

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## **FINDINGS**

- F1. Homelessness is a bigger problem in the County than the biennial homeless census would suggest.

***Response F-1:*** *The Board of Supervisors agrees with this finding.*

- F2. The County's homeless problem has the potential to get worse if we do not invest in accessible housing solutions. Growing housing insecurity will only increase demand on our underfunded, over-stressed public services.

***Response F2 :*** *The Board of Supervisors agrees with this finding.*

- F3. The County's strategy for addressing homelessness needs a clearer focus, accountable leadership, and enhanced capacity.

***Response F3:*** *The Board of Supervisors agrees with this finding.*

- F4. Structuring the Continuum of Care administrator as a 501(c)3 nonprofit organization is conducive to securing funding and coordinating homeless services. However, a nonprofit organization cannot establish public policy and planning needed to end homelessness.

***Response F4:*** *The Board of Supervisors agrees with this finding.*

- F5. The County has unofficially established the Coalition of Homeless Service Providers as the central organization for addressing homelessness. Making any non-profit the center of homeless solutions effectively creates the perception there is governmental leadership when there is, in fact, no formal political leadership. This arrangement provides elected officials with a way to avoid accepting political responsibility for addressing homelessness.

***Response F5:*** *The Board of Supervisors partially disagrees with this finding. The Coalition of Homeless Services Providers is officially contracted with to administer the Continuum of Care. Additionally, the County Board of Supervisors has consistently had a representative serve as Chair of the Lead Me Home Leadership Council since its inception, and the Board of Supervisors has consistently supported funding for homeless services and has partnered with other local jurisdictions in the County to develop and implement programs to serve unhoused residents of those jurisdictions.*

- F6. The Coalition of Homeless Service Providers is a small nonprofit that does not have sufficient capacity to administer the County's strategic plan to end homelessness and its continuum of care for both Monterey and San Benito counties. It does not provide political leadership to coalesce public support and government commitments around a concrete action-plan to end homelessness.

***Response F6:*** *The Board of Supervisors partially disagrees with this finding. While the Coalition of Homeless Service Providers is a small nonprofit, it is an effective organization that has successfully worked towards building capacity for addressing homelessness and managing the efforts to implement the HUD Continuum of Care. The membership of the Lead Me Home Leadership Council was modified to include additional political leaders appointed by the Monterey County Mayors Association and other governmental leaders. This modification was instituted to strengthen political leadership and to coalesce public support and government commitments around a concrete action-plan to end homelessness. Additionally, as a coalition of many homeless service providers, the Coalition of Homeless Service Providers has a voice that can both inform and guide the public.*

- F7. The composition of the Leadership Council and its location within the Coalition of Homeless Service Providers has affected the focus of the leadership council. The Leadership Council's critical opportunity of generating and executing a strategic plan to end homelessness has narrowed to providing oversight of the Continuum of Care.

***Response F7:*** *The Board of Supervisors partially disagrees with this finding. The governing charter for the Lead Me Home Leadership Council was amended at the April 19, 2017 meeting to incorporate member appointed by the Monterey County Mayor Association, among other changes to the leadership structure. These changes were made so that the Leadership Council could better focus on pursuing regional plans to address the challenge of homelessness. However, the Board of Supervisors recognizes and supports the need for continually working across our local jurisdictions to the strengthen our collective efforts to end homelessness.*

- F8. The structure of the Leadership Council does not provide authority to design and execute a regional plan to end homelessness, and it does not support full public accountability for meeting stated targets.

***Response F8:*** *The Board of Supervisors agrees with this finding.*

- F9. Political leadership is necessary to secure public support, enact policy and planning decisions that capitalize on state legislation, and execute a regional homeless plan.

***Response F9:*** *The Board of Supervisors agrees with this finding.*

F10. Government decision-making is essential for making choices about resource commitments.

**Response F10:** *The Board of Supervisors agrees with this finding.*

F11. To meaningfully change the course of homelessness and housing insecurity, there must be a regional approach to homelessness and the creation of a new governing body with the power to oversee implementation of the plan.

**Response F11:** *The Board of Supervisors agrees with this finding.*

F12. The strategic plan to end homelessness serves as an informal guide rather than a definitive regional plan. It needs to be updated and fully implemented.

**Response F12:** *The Board of Supervisors agrees with this finding.*

**REPORT TITLE:** "WHO'S IN CHARGE? Stepping up on Homelessness: The need for strategic leadership and comprehensive planning"

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Recommendations R1, R2, R3, R-4, R5, R6, R7, R8, R9 and R10

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## RECOMMENDATIONS

- RI. Elected County and City officials should provide government leadership to address homelessness.

**Response R1:**

*This recommendation has been implemented at the Board of Supervisors. The Monterey County Board of Supervisors has taken numerous steps to continue providing leadership to address homelessness. These steps include (among other efforts): co-chairing the Lead Me Home Leadership Council, prioritizing discretionary local funding for homeless services during the very challenging FY 18-19 budget hearing, leading efforts to assure the availability of a winter warming shelter in Salinas and to extend operations of the shelter year round, implementing the CalWORKs Housing Support Program that provides rapid rehousing services to homeless families, establishing a Safe Parking Program, pursuing funding to implement a local Housing and Disability Advocacy Program, and implementing the Whole Person Care Program to support outreach, case management, a health home and housing for chronically homeless individuals who are high cost Medi-Cal.*

*Additionally, county officials met with and encouraged the Mayors Association to assign officials from each city to convene in order to address homelessness and people sleeping in vehicles. This effort was declined by the Association.*

- R2. The County and its Cities should form an accountable leadership body that has the power to oversee a regional approach to ending homelessness and address housing insecurity in Monterey County.

**Response R2:**

*This recommendation has not yet been implemented but the County will partner with the cities in Monterey County to pursue implementation of recommendations. Unfortunately, a timeline cannot be specified since the development of the leadership body requires willing partnership from jurisdictions not under the County's control.*

- R3. The County and its Cities should enter into a binding, enforceable agreement, such as a Memorandum of Agreement, to secure commitment to the plan and ensure responsibilities of each jurisdiction.

**Response R3:**

*This recommendation has not yet been implemented but the County will partner with the cities in Monterey County to pursue implementation of recommendations. Unfortunately, a timeline cannot be specified since the development of the leadership body requires willing partnership from jurisdictions not under the County's control.*



R4. The Lead Me Home Leadership council should clearly define its purpose and goals.

**Response R4:**

*This recommendation has not yet been implemented. The County will work with the Lead Me Home Leadership Council membership to update purpose and goal statements.*

R5. There should be a clear distinction between governance of the Continuum of Care an integral part of the broader strategic plan- and the leadership body charged with implementing a regional strategic plan to end homelessness.

**Response R5:**

*This recommendation has not yet been implemented since the recommended leadership body charged with implementing a regional strategic plan to end homelessness does not yet exist, however the County will support establishing such a leadership body. Unfortunately, a timeline cannot be specified since the development of the leadership body requires willing partnership from jurisdictions not under the County's control.*

R6. If the County effectively exerts control of Coalition for Homeless Service Providers through the Leadership Council, then the County should clearly define the purpose and role of the Coalition for Homeless Service Providers. It also follows that the Coalition for Homeless Service Providers should be adequately funded and staffed in proportion to its level of responsibilities with respect to securing resources and performing services for the county.

**Response R6:**

*This recommendation has been implemented. The County's contract with Coalition of Homeless Services Providers is to provide administrative support for the Lead Me Home Leadership Council, Continuum of Care oversight, management of the Coordinated Assessment and Referral System, and support for the Homeless Management Information System. The total contract amount is \$555,000.*

R7. The newly created regional leadership body (see R2) should update and implement a regional strategic plan to end homelessness by defining its purpose, goals and assessments to measure and track progress.

**Response R7:**

*This recommendation has not yet been implemented since the recommended leadership body charged with implementing a regional strategic plan to end homelessness does not yet exist, however the County will support establishing such a leadership body. Unfortunately, a timeline cannot be specified since the development of the leadership body requires willing partnership from jurisdictions not under the County's control.*

- R8. The strategic plan should be revisited annually using outcome measurements to evaluate and adjust strategies for meeting goals

**Response R8:**

*This recommendation has not yet been implemented. The County will work with the Lead Me Home Leadership Council membership to support development of outcome measurements for evaluating and adjusting strategies to make progress towards the vision of eliminating homelessness.*

- R9. Reports that assess which goals are, or are not, being met should be generated and made publicly available.

**Response R9:**

*This recommendation has not yet been implemented. The County will work with the Lead Me Home Leadership Council membership to support development of publicly available reports to assess progress towards meeting goal and reaching the vision of eliminating homelessness.*

- R10. The new regional leadership body should produce a transparent consolidated budget to maximize resources and identify expenditures. All municipalities should demonstrate their commitment to the regional plan to end homelessness in an equitable, or proportionate, manner

**Response R10:**

*This recommendation has not yet been implemented since the recommended leadership body charged with implementing a regional strategic plan to end homelessness does not yet exist, however the County will support establishing such a leadership body. Unfortunately, a timeline cannot be specified since the development of the leadership body requires willing partnership from jurisdictions not under the County's control.*