



August 22, 2018

Honorable Stephanie E. Hulsey
Judge of the Superior Court
240 Church Street
Salinas, CA 93901

**Re: 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”**

Dear Judge Hulsey,

This letter is in response to the 2017-2018 Monterey County Civil Grand Jury Report entitled, “Who’s in Charge? Stepping up on Homelessness: The need for strategic leadership and comprehensive planning.” This letter shall serve as the City of Sand City’s (“City”) response to that report, pursuant to California Penal Code section 933.05.

As requested by the Grand Jury, the City reviewed the report and provides the responses below to the findings and recommendations set forth therein.

The City Council of Sand City has authorized the following responses to the Grand Jury’s Report at their August 21, 2018 city council meeting:

Finding of the Grand Jury Investigation:

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

Response: The City Council agrees with the finding, however, the City does not have an exact number of individuals who are homeless within the City. The City does not have a significant daily homeless population. The City has an estimated 5 to 10 homeless residents who are transient but stay overnight on the beach or other areas. However, on a daily basis, the City sees an estimated 80 to 120 homeless people traveling daily to utilize the services of the Salvation Army facility and MST transportation plaza.

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.

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Response: The City Council agrees with the finding.

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

Response: The City Council agrees with the finding.

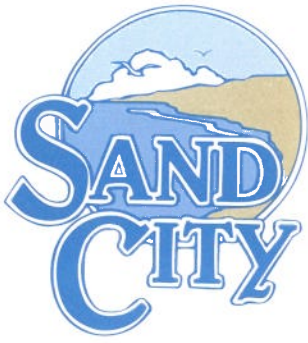
F4. Structuring the Continuum of Care administrator as a 501(c) 3 nonprofit organization is conducive to securing funding and coordinating homeless services. However, a non-profit organization cannot establish public policy and planning needed to end homelessness.

Response: The City Council agrees with the finding.

F5. The County has unofficially established the Coalition of Homeless Service Providers as a 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: The City Council partially disagrees with this finding. The City Council does agree that the County has established the Coalition of Homeless Service Providers (CHSP) as a mechanism to address homelessness and that addressing homelessness requires political leadership and collaboration between governmental agencies, non-profits, and service providers. However, while the City agrees that CHSP may not be the best path to eliminate homelessness, it is the Council's understanding that the County Board of Supervisors authorized an agreement with CHSP to administer the Continuum of Care and continues to provide political leadership in the area of homelessness. The City Council does not agree that the arrangement provides elected officials a way to avoid accepting political responsibility for addressing homelessness.

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.



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Response: The City Council partially disagrees with the finding. While the City Council is unable to assess the capacity of CHSP to administer the County's strategic plan, it is our understanding that the "Lead me Home" Leadership Council includes elected officials. The City Council agrees that addressing homelessness requires a regional approach and political leadership by all local governments.

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: The City Council partially disagrees with this finding. The Leadership Council was influential in the drafting of "Lead Me Home, the 10 Year Plan to End Homelessness." The City Council agrees that much work remains to be done in the area of 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: The City Council 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: The City Council agrees with this finding.

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

Response: The City Council 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: The City Council partially agrees with this finding. Either a new governing body could be created, or the current Leadership Council



could be altered and given the power to oversee the implementation of the plan.

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: The City Council agrees with this finding.

RECOMMENDATIONS:

R1. Elected County and City officials should provide government leadership to address homelessness.

Response: The City has partially implemented this recommendation in several ways: The Mayor of Sand City has served for many years, and continues to serve, on the board of Community Human Services (CHS). CHS is a 501c(3) public nonprofit and Joint Powers Authority with a governing board of representatives from 15 cities and school districts within Monterey County providing substance abuse and mental health counseling and recovery services to middle and low-income individuals and families in Monterey County. The agency has a drop-in shelter for homeless youth. CHS has a 6-bedroom residential housing unit for homeless youth. In addition, the Mayor of Sand City is active in the Monterey County Mayor's Association which has selected Salinas Mayor Joe Gunter to take the lead on homelessness issues in conjunction with the County. This Fall, Salinas will be constructing a 90-unit building geared towards more affordable housing options available to the homeless. By combining this building with other social service programs, homeless can make the move into permanent housing. Further, the City has been active in addressing the homeless in Sand City and the Monterey Peninsula by supporting Salvation Army Good Samaritan which is located in the City and neighboring Seaside. The Salvation Army serves the homeless by providing food, shelter, and showers, educational support, counseling services, and vocational direction. The shelter also provides families with meal-planning, utility, and long-term housing assistance. The City also strives to increase available affordable housing in the City through its agreements with local developers. The new South of Tioga project is required to provide 52 affordable units out of 356 units, and the Independent building currently provides 10 affordable units under an agreement with the City. The Sand City Police Department hand out pamphlets to homeless people that list service provider contact information.

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

Response: The recommendation has not yet been implemented by the City, but if other jurisdictions are willing to form such a body, the City Council supports a regional solution. There is no identified time frame.

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: This recommendation has not been implemented by the City, but would be considered if and when such an agreement is drafted. The City supports an agreement for a regional approach. There is no identified time frame.

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

Response: This recommendation has not been implemented by the City and is not within the City's power to implement. However, the City supports a recommendation to the Lead Me Home Leadership Council to clearly define its purpose and goals.

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

Response: The recommendation has not been implemented by the City as it does not fall within the City of Sand City's power to implement. The City Council supports efforts to clarify the roles of various entities that implement the strategic plan.

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. It also follows that the Coalition for Homeless Service Providers should be adequately funded and staffed



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in proportion to its level of responsibilities with respect to securing resources and performing services for the county.

Response: The recommendation has not been implemented by the City as it does not fall within the City of Sand City's power to implement.

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: The recommendation has not been implemented by the City as such a body has not yet been formed. The City Council supports the formation of a regional leadership body and will participate in such a body. There is no established timeline for this recommendation.

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

Response: The City Council supports the Leadership Council revisiting the strategic plan on an annual basis and using outcome measurements to evaluate and adjust strategies for meeting goals.

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

Response: The City Council supports the generation of reports, made available to the public, that assess which goals are, or are not, being met. There is no established timeline for this recommendation.

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: The City Council supports the commitment of all municipalities to a regional plan and that involvement in such a plan should be equitable and proportionate.

The City of Sand City appreciates all the work the Civil Grand Jury has done in preparing this report. We hope that this information addresses the Grand Jury's findings and recommendations.



Please contact me if you have any questions or require additional information.

Sincerely,

Mary Ann Carbone
Mary Ann Carbone
Mayor of the City of Sand City

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