

August 6, 2018

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

**City Council Responses to Fiscal Year 2017-2018 Grand Jury Report  
“Who’s in Charge? Stepping up Homelessness: The need for strategic leadership  
and comprehensive planning”**

Dear Judge Hulse,

During its regular meeting on August 5, 2018, the City Council adopted the following responses as the Council’s responses to the findings and recommendations contained within the Monterey County Civil Grand Jury report entitled “Who’s in Charge? Stepping up Homelessness: The need for strategic leadership and comprehensive planning”.

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**FINDINGS**

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

**Response:** The City Council 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:** The City Council agrees with this finding.

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

**Response:** The City Council 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:** The City Council 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:** The City Council partially disagrees with this finding. It is the Council's understanding that the County Board of Supervisors authorized an agreement with the Coalition of Homeless Service Providers to officially administer the Continuum of Care and that the Board of Supervisors' has, and continues to, provide political leadership in the area of homelessness by serving as a community advisor to the Coalition of Homeless Service Providers, including being represented on the "Lead Me Home" Leadership Council; by providing funding for homeless services and by partnering with other jurisdictions, non-profit organizations and service providers and the housing authority to develop housing and other supportive services to address homelessness. However, the City Council does agree that strategies for addressing homelessness require political leadership and that local governments, non-profit organizations and other service providers and other stakeholders need to act collaboratively to develop options to address homelessness within the Monterey County region.

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:** The City Council partially disagrees with this finding. While the City Council is not able to assess the administrative capacity of the Coalition of Homeless Services Providers, it is cognizant of the significant federal requirements and responsibilities placed upon any entity charged with administering the Continuum of Care. The Coalition of Homeless Services Providers is able to facilitate political leadership on the issue of homelessness based upon its composition of member agencies, associate members and community advisors. In addition, the "Lead Me Home" Leadership Council current structure includes elected officials. The City Council agrees that political leadership by all local governments is needed to develop and implement a coordinated system of homeless assistance options that address the needs of the community.

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. As the Leadership Council was instrumental in drafting *Lead Me Home*, the 10 Year Plan to End Homelessness, as a Continuum of Care's responsibilities include communitywide planning on homelessness, the coordination of resources to develop a system of homeless assistance options and data collection and reporting, and, as a Continuum of Care is required to have a governance structure in place to receive funding, there is a nexus and some overlap in the Leadership Council in terms of executing a strategic plan and providing oversight to the Continuum of Care. The concept of a Leadership Council, and its membership, which includes elected officials, is better suited for engaging in regional strategic planning and facilitating dialog and discussion among jurisdictions regarding the issue of homelessness and guiding regional collaboration in developing a coordinated system of options tailored to the needs of the local communities.

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 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:** The City Council agrees with this finding.

## **RECOMMENDATIONS**

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

**Response:** This recommendation has been implemented by the City of Carmel-by-the-Sea. The City Council has pursued various strategies to help address the issue of homelessness. For example, the City has incorporated regulations to promote affordable and senior housing into its permitting process, including adopting the State Density Bonus standards. In addition to being a member of Community Human Services, the City Council has provided grant funding to Community Human Services for its Safe Places Runaway and Homeless Youth program for the last two years.

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:** This recommendation has not yet been implemented by the City of Carmel-by-the-Sea, but will be implemented in the future if there is also a willingness by other jurisdictions to form a leadership body. While the City Council supports forming an accountable leadership body to oversee a regional approach to ending homelessness, there is no timeframe for

implementation as constituting such a body requires the involvement by the County and other cities and a willingness by these different jurisdictions to form such a leadership body.

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 yet been implemented by the City of Carmel-by-the-Sea, but will be implemented in the future contingent upon a memorandum of agreement being drafted and adopted by all participating jurisdictions. The City Council supports the County and cities working together to address homelessness and supports the concept of a regional agreement. The timeframe for implementation is unknown as it is contingent upon the development of an agreement with terms acceptable to all participating jurisdictions as well as approval of the agreement by the respective governing bodies of the jurisdictions.

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

**Response:** This recommendation will not be implemented by the City of Carmel-by-the-Sea because it is not achievable under the current structure. The recommendation pertains to the “Lead Me Home” Leadership Council and the City of Carmel-by-the-Sea does not have a seat on the Leadership Council. The City Council does however support the Leadership Council having clearly defined purposes 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:** This recommendation will not be implemented by the City of Carmel-by-the-Sea because it is not achievable under the current structure. The implementation of this recommendation is not within the purview of the City Council, however, the City Council supports efforts to make a clear distinction between the different bodies for the governance of the Continuum of Care and 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 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:** This recommendation will not be implemented by the City of Carmel-by-the-Sea because it is not achievable under the current structure. The recommendation pertains to the County and its relationship with the Coalition for Homeless Service Providers.

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:** This recommendation has not yet been implemented by the City of Carmel-by-the-Sea, but will be implemented in the future contingent on the creation of a regional leadership body. The City Council supports forming a leadership body and, if such a leadership body is formed, updating the plan to include a purpose, goals and performance measures. The

timeframe for implementation is unknown as it is contingent upon the willingness of multiple jurisdictions to form a regional leadership body.

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

**Response:** This recommendation will not be implemented by the City of Carmel-by-the-Sea because it is not achievable under the current structure. The City Council does not have a seat on the Leadership Council. The City Council does however support the Leadership Council revisiting the strategic plan on an annual basis and using outcome measures 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:** This recommendation will not be implemented by the City of Carmel-by-the-Sea because it is not achievable under the current structure. The City Council does not have a seat on the Leadership Council. The City Council does however support the Leadership Council generating reports and making the reports available to the public.

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:** This recommendation has not yet been implemented by the City of Carmel-by-the-Sea, but will be implemented in the future contingent upon the creation of a new regional leadership body. The City Council supports forming a leadership body, producing a budget to maximize resources and identify expenditures and developing methods for municipalities to commit to the regional plan in a manner that mutually benefits the region and the respective jurisdiction. The timeframe for implementation is unknown as it is contingent upon the willingness of multiple jurisdictions to first form such a regional body, and then, if there is regional agreement to establish the body, time to develop a budget and funding methodology that is also agreed upon by the participating jurisdictions.

The City extends its appreciation to the Civil Grand Jury for its work in preparing this report and for its findings and recommendations on this important topic of homelessness.

Sincerely,

Steve Dallas, Mayor  
City Council  
City of Carmel-by-the-Sea