



**300 Forest Avenue
Pacific Grove, California, 93950**

August 20, 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 correspondence is in reference 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”.

The City of Pacific Grove reviewed the report and provided the responses below to the findings. Moreover, the City suggests that the County consider the County of San Luis Obispo Homeless Services Oversight Council (HSOC) serve as a model to address the premise of “Who’s in Charge?” The purpose of the San Luis Obispo HSOC Committee is to:

- Provide a planning and policy development forum, with local jurisdiction and public and private service providers actively participating.
- Compile and monitor data and information regarding the number of homeless persons and service utilization, working with service providers and local jurisdictions
- Advise service providers of opportunities and best practices to improve access to and strengthen homeless services
- Advocate for and provide local jurisdictions with recommendations on public funding allocations, based upon local needs and prioritized objectives within the “10-Year Plan to End Homelessness”
- Work with public and private partners, donors and grant makers to establish financial resources for service implementation, coordination and sustainability.

Pursuant to the Grand Jury's request, the Pacific Grove City Council (Council) reviewed the Findings and Recommendations of the Grand Jury report at its regular meeting on August 15, 2018 meeting. The City agrees with the findings and recommendations made.

Council authorized the following response to the Grand Jury's Report. Listed below are the Council's responses to the Findings and Recommendations.

Finding of the Grand Jury Investigation:

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

Response: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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

Response: As to the finding regarding the City of Pacific Grove, the respondent agrees and recommends the County of San Luis Obispo Homeless Services Oversight Council, subject to the Brown Act (1953), serve as a model program.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees in part, however, the Lead Me Home Leadership Council does include governmental leadership.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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

Response: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

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: As to the finding regarding the City of Pacific Grove, the respondent agrees.

RECOMMENDATIONS

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

Response: As to the recommendation, the City of Pacific Grove reiterates that the County of San Luis Obispo, Homeless Services Oversight Council (HSOC), would serve as a good model for the County of Monterey. For example, HSOC membership is comprised of one member of the County Board of Supervisors, one City Council Member from each city, County Government Service Providers, Behavioral Health as an example, Nonprofit service providers, local business/business organizations, law enforcement, typically a representative from the County Chiefs Association, local academic institution, local health provider, local faith community, and interested community members, preferentially with homelessness experience, and that each of the members are appointed for a three year term. The recommendation requires further analysis.

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: As to the recommendation, the City of Pacific Grove reiterates that the County of San Luis Obispo HSOC model could be used in Monterey County. For example the HSOC mission statement, the purpose of San Luis Obispo County Homeless Services Oversight Council (HSOC) is to ensure that everyone has access to appropriate and affordable housing and to services they need to sustain it. The recommendation requires further analysis.

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: The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the City within six months from the date of publication.

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

Response: As to the recommendation, the City of Pacific Grove agrees that clearly defined purpose, goals and responsibilities are necessary. The recommendation requires further analysis.

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: As to the recommendation, the City of Pacific Grove agrees. The recommendation requires further analysis.

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: As to the recommendation, the City of Pacific Grove agrees. The recommendation requires further analysis.

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: As to the recommendation, the City of Pacific Grove agrees. The recommendation requires further analysis.

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

Response: As to the recommendation, the City of Pacific Grove agrees. The recommendation requires further analysis.

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

Response: As to the recommendation, the City of Pacific Grove agrees. The recommendation requires further analysis.

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 recommendation requires further analysis. The City of Pacific Grove recommends use of a model program and commitment is imperative; however, the equitable or proportionate, responsibilities of each jurisdiction would be identified sometime in the future.

The City's response to the Grand Jury meets the requirements set out in law. If you have any further questions regarding the City's response please contact Chief of Police Amy Christey at 831-648-3143.

Sincerely,



Bill Kampe

Mayor of the City of Pacific Grove

BK:sak