



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

March 9, 2021

The Watsonville City Manager is not required to respond to a Grand Jury Report. They did respond to their assigned Findings and Recommendations, and also included a response to Recommendation R18, assigned only to the Police Chief.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org>

Fri, Aug 28, 2020 at 1:56 PM

To: grandjury@scgrandjury.org

Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

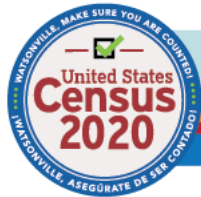
- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,



Beatriz Vázquez Flores, MMC

City Clerk - (831)768-3040 or (831)768-3042

275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

5 attachments



7.D. 2020 Grand Jury Tangled Web.pdf
504K



7.D. 2020 Grand Jury Fire Inspections.pdf
496K



7.D. 2020 Grand Jury Risk.pdf
560K



7.D. 2020 Grand Jury Homelessness.pdf
763K



Item 7.D. 2020 Grand Jury Staff Report.pdf
1262K

City of Watsonville
City Manager's Office

MEMORANDUM



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County, and** 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - *Rocked by the Shocks:*

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – *It's Time to Think Outside the Box:*

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems.

Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave...:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

Watsonville City Manager

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by September 28, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Over the past years, City staff has worked collaboratively with City and County stakeholders to address the complex issue of homelessness. City leadership has created, staffed, or participated in multiple efforts to educate and engage the public on the topic of homelessness and worked on the All-In Plan developed in 2003 for Santa Cruz County.

Generally speaking, a lack of political will is defined retrospectively when looking at failed programs and initiatives. However, it is important to point out that while not all of the recommendations that resulted from these City-led efforts over the years were able to gain traction, some of the solutions have been accepted and even embraced by the public. These are demonstrated by the City's continual support of the Continuum of Care (the Homeless Action Partnership), engagement with South County homeless service providers, support of employment programs for people experiencing homelessness, the establishment of an annual emergency winter shelter program, homeless outreach and engagement efforts, and participation in the homelessness diversion efforts, such as Homeward Bound and rental assistance programs.

The Watsonville City Council has actively worked on identifying and supporting homeless solutions. Such is the case of declaring a homeless shelter emergency in 2017 to support establishment/expansion of homeless programs and services in Watsonville.

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training or processes and as a result is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

HAP is a federally required COC for HUD recipients. Much of the issue is outside the scope of the HAP. The issue of homelessness is not directly connected to the HAP's work. The ongoing governance work is envisioned to strengthen local homelessness response and administration. The governance work group has been tasked with developing a proposed plan to create a systemwide governance body that will design, direct, and evaluate the response to homelessness in Santa Cruz County, including a proposed scope for its structure, and decision-making and input processes. The group is proposing a revised governance structure that will guide the region towards a more effective response to homelessness, moving away from reactive decision making and towards forward thinking, systematic improvements and investments. The group recommends that a Charter for the new structure be adopted in 2020, with a process for standing up the new structure developed and integrated into the Strategic Action Plan.

F9. The lack of Permanent Supportive Housing (PSH) results in the significant compounding of the homeless issue.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. There are parcels of land throughout the county that appear to be unused or underutilized, and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City staff and elected officials have engaged with the business community in the downtown area to not only explore potential solutions, but to work together to bring solutions to homelessness to the City of Watsonville. More efforts to find creative solutions in establishing private/public partnerships could be made.

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Safe Parking Program has been established and expanded in recent years through HEAP State funding. The County has continued its efforts to expand/develop further sites in several areas around the County.

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Faith-Based organizations are a key partner in providing services to the homeless population in our City. Many of the meal programs available in the City of Watsonville are led and coordinated by local churches. Two years ago, the Lutheran Church on East Beach Street hosted 3 months of the Warming Center Services in Watsonville and many of the volunteers for this program were active members of the church. However, all these services, provide little to no help in ending homelessness. These programs do not offer housing or create housing stock for homeless individuals. They provide much needed services to those who are experiencing homelessness. If Faith-based organizations are being underutilized we welcome their increased engagement in our efforts to end homelessness.

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Currently, there isn't a single organization with this role and responsibility. Capacity to provide this level of analytics is limited at the time. Efforts to build capacity for accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding is ongoing.

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

However, Watsonville City Council has no jurisdiction over Coral Street site in Santa Cruz or County owned property within Watsonville City limits. We defer to City of Santa Cruz and County of Santa Cruz to decide. In general, underutilized parcels could be considered to increase the numbers of beds and services to support the homeless.

Recommendations

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will, and encourage collaboration in solving homeless issues. (F3, F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

There is no existing plan to establish a Community Task Force. Governance work is ongoing. A Commission with participation is under consideration. An interjurisdictional community task force is not under discussion at this time. Jurisdictions are partnering on immediate need matters through the COVID-19 Shelter and Care Taskforce (limited scope to COVID response).

R4. Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short and long term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding, by July 1, 2021. (F5, F6, F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A JPA is not feasible at this time. A governance structure is being developed.

On August 4, 2020, the County Board of Supervisors approved a Santa Cruz County Homeless System Planning Six-Month Work Plan Draft (attached) and directed County staff to coordinate with local municipalities and community partners for further consideration and implementation. The six-month work plan reflects the primary strategies and activities planned for the community-wide homelessness response for the period from July to December 2020. The first six-month work plan for the Homeless Response System includes 6 goals, the 6th of which, includes standing up a new governance, planning, evaluation, and communications structure.

The County staff initiated work to consider a governance framework developed by the Focus Strategies Governance work group to develop a proposed homeless commission structure, define the legal structure for the new commission, and identify the structural and legal relationship between the new commission structure and the existing continuum of care (CoC) governance.

The attached six-month work plan has yet to be presented to local cities but staff from the cities of Watsonville and Santa Cruz have participated in the plan's development. The work plan sets October 2020 as the target date for completing creation of a new homeless system governance entity charter and legal structure.

R6. The Santa Cruz County Administrative Officer (CAO) and the County's City Managers should identify parcels of land within their jurisdictions that could be utilized to supply homeless services and/or temporary or permanent housing, and report such sites to their governing bodies by December 31, 2020. (F9, F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In 2018, the City adopted Watsonville Municipal Code Chapter 14-43 (Emergency Shelters) to provide objective standards for the development of Emergency Shelters for housing the homeless in the City. In addition, the City modified the allowed uses in the N/PF (Institutional/Public Facilities) Zoning district to allow Emergency Shelters by-right. This zoning district encompasses approximately 416 acres and allows for a variety of the PF and N Districts is to clearly separate the development standards and land use regulations for public facilities owned and operated by City and County government agencies with uses that are available to the public but are either privately owned or operated by state and federal agencies. The parcels identified with these two zoning designations are clearly identified on the City's Zoning Map.

R9. By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option. (F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This is not within the jurisdiction of the City of Watsonville.

R10. Beginning in December of 2020, the Santa Cruz County Administrative Officer and the County's City Managers should direct their agencies involved with homelessness to engage with local business leaders including Chambers of Commerce, to collaborate on innovative solutions that could reduce the number of homeless. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There has been engagement with business leaders with limited results. More engagement from local business leaders is welcome to support the City efforts to address homelessness. The City is currently participating in the development of the Focus Strategies Strategic Plan to develop a County Wide System to support innovative solutions that could reduce the number of homeless. Business engagement will occur as part of implementing the Strategic Plan.

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County's City Managers should direct appropriate agencies and staff to implement a city and county wide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Safe Parking Program has been implemented county-wide and utilizes City of Santa Cruz and is currently expanding to some County lots. College campuses have been engaged in the conversation to establish this program and it was reported that they are not interested at this time.

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

FBOs do collaborate through existing associations and ongoing efforts providing supportive services to individuals experiencing homelessness. Cities and County welcome participation in an FBO organized and hosted event should they decide to put one together.

R18. Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues or threats of violence. The Santa Cruz County Board of Supervisors should work with the County's law enforcement agencies to identify funds in their budgets that could be allocated to this program. The Grand Jury recommends the County consider using CAHOOTS (Crisis Assistance Helping Out On The Streets) in Eugene, Oregon as a model. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Watsonville Police Department (WPD) agrees that Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls which require specific training and expertise not possessed by law enforcement. The 24-hour mobile crisis response unit should also be available when requested by law enforcement to respond and assist at calls involving the threat of violence to enhance the potential for a peaceful resolution. The WPD looks forward to working with the Santa Cruz County Board of Supervisors to identify county-wide funding in support of this program.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. 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 officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**

**SANTA CRUZ COUNTY HOMELESS SYSTEM PLANNING
DRAFT SIX-MONTH WORK PLAN: JULY TO DECEMBER 2020**

This six-month work plan reflects the primary strategies and activities planned for the community-wide Santa Cruz homelessness response for the period from July to December 2020. It includes work already underway and planned to launch in this time period to support a more systematic and coordinated response to homelessness. The overall vision is to be data-informed and responsive to the immediate and anticipated needs driven by COVID-19 while focused on ensuring that all people experiencing homelessness have a pathway to housing. The work plan is not limited to strategies being undertaken by any particular jurisdiction, organization, or program. Rather, it brings together different work streams managed by different assigned lead entities into a single coordinated plan, using a Collective Impact approach. Due to the significant impact of COVID-19 on people and programs related to the homelessness, much of the work anticipated in this period has been initiated and managed by the Shelter and Care DOC.

The Plan is organized around six goals:

- Goal 1: Stand Up New Governance, Planning, Evaluation, and Planning Structure
- Goal 2: Develop and Implement Rehousing Strategy for People in Shelter and Unsheltered
- Goal 3: Expand Availability of Housing Resources Targeted to People Experiencing Homelessness
- Goal 4: Stabilize and Strengthen the Shelter System, Building Upon Lessons Learned and Preserving Gains from COVID-19 Response
- Goal 5: Continue to Improve Availability and Effectiveness of Solutions-Oriented Outreach and Support Services for People Who Are Unsheltered
- Goal 6: Implement Diversion and Targeted Prevention to Reduce Rate at Which People Newly Experience Homelessness

This six-month work plan will be integrated into and inform the development of the Three-Year Strategic Action Plan to reduce homelessness currently under development. The Action Plan will be organized around a similar or same set of goals, with activities identified along a longer time horizon. Future six-month work plans will be developed after the Action Plan is adopted to reflect the community's final adopted goals and priorities and modifications to the template will be made to reflect those decisions.

GOAL 1: STAND UP NEW GOVERNANCE, PLANNING, EVALUATION, AND COMMUNICATIONS STRUCTURE

Outcomes		Method for Tracking	
New homeless system governance structure is legally defined		N/A	
HSD homelessness division created		N/A	
Strategy 1.1 Create charter and legal structure for new homeless system governance entity			
Objective/Activity		Assigned Lead	Target Completion Date
1.1.a.	Define legal structure for Homelessness Commission	County Council/Elissa Benson	October 2020
1.1.b	Determine opportunities for alignment between new legal structure and existing HAP and identify change management/transition path for HAP to new CoC structure	Randy Morris/Rayne Perez/Focus Strategies	October 2020
1.1.c	Determine CTAC legal status and structure; decide on work group areas; ensure there is a plan for how CTAC/work groups would make recommendations re: funding sources (CoC, ESG, HEAP, HHAP)	Randy Morris/Rayne Perez/Focus Strategies	October 2020
Strategy 1.2 Create new homelessness response division within HSD			
Objective/Activity		Assigned Lead	Target Completion Date
1.2.a.	Hire Director	Randy Morris	
1.2.b	Determine internal organizational design for new homelessness Division (staffing levels needed, staff roles, etc.)	Randy Morris	
1.2.c	Shift HMIS system management from CTA to new homelessness division	Randy Morris and Rayne Perez	October 2020
1.2.d	Develop external communication strategy for new homelessness division - e.g. website, newsletter, provider update calls	Randy Morris	
1.2.e	Transfer HSCO budget to HSD	Elissa Benson and Randy Morris	
Strategy 1.3 Begin to develop performance reports to be used by new Division and governance structure			
Objective/Activity		Assigned Lead	Target Completion Date
1.3.a.	Identify performance reports needed for monitoring key system level indicators and progress towards achieving objectives in work plan/action plan		
1.3.b	Develop and run performance reports to monitor key indicators and progress towards accomplishing work plan and action plan objectives		
1.3.c	Build review cycle that includes appropriate leadership and feedback loops for suggested performance improvement activities and policy modifications		

Strategy 1.4 Increase HMIS Participation and Improve Data Quality			
Objective/Activity		Assigned Lead	Target Completion Date
1.4.a.	Continue to train and provide support to new and existing shelter sites to ensure consistent and accurate HMIS data entry		
1.4.b.	Continue HMIS/outreach work group to develop and implement plan to enter outreach data in HMIS	HSD/Focus Strategies	
Strategy 1.5 Maintain ability to respond rapidly to homelessness even as COVID-19 wanes			
Objective/Activity		Objective/Activity	Objective/Activity
1.5.a.	Evaluate how to transition Shelter and Care DOC policy team to non-ICS ongoing operational group to coordinate ongoing and emerging work responding to COVID-19.	Randy Morris/New Homelessness Director	Ongoing

GOAL 2: DEVELOP AND IMPLEMENT REHOUSING STRATEGY FOR PEOPLE IN SHELTER AND UNSHELTERED (INCLUDING PRIORITY FOR THOSE VULNERABLE TO COVID-19)			
Outcomes		Method for Tracking	
[xx] people in non-congregate shelter exit to housing		HMIS	
[xx] people in congregate shelter exit to housing		HMIS	
[xx] unsheltered people enter shelter		HMIS	
Strategy 2.1 Develop services and supports to help people move from shelter to permanent housing			
Objective/Activity		Assigned Lead	Target Completion Date
2.1.a	Develop a standardized model for providing advocacy/case management to provide rehousing services for residents in shelters that do not have dedicated staff for this activity		
2.1.b	Complete development of and implement Coordinated Care housing program (named Home Sweet Home) for targeted pilot shelters	Tatiana Brennan, Leslie Goodfriend, and Jessica Scheiner	
2.1.c	Develop and implement source of flexible funding to help people exit shelter and unsheltered locations to housing (this would also be available as part of Diversion, see Goal 6).	Rayne Perez and Tom Stagg	October 2020
2.1.d	Modify Smart Path criteria to prioritize P1-P4 for openings in RRH and PSH	Jessica Scheiner	August 2020
2.1.e	Continue to work with Santa Cruz Community Credit Union on pilot project that enables people experiencing homelessness to have a bank account		

2.1.f	Consider developing a financial literacy/education program specifically targeted to and accessible for people who are experiencing homelessness		
Strategy 2.2 Increase effectiveness of rapid re-housing programs – improved outcomes and cost-effectiveness			
Objective/Activity		Assigned Lead	Target Completion Date
2.2.a	Develop local RRH operational standards aligned with national best practices	Jessica Scheiner	
2.2.b	Identify capacity building and training needs for RRH programs and staff to align to local standards	Jessica Scheiner	
2.2.c	Begin development of the infrastructure for regular reporting on RRH outcomes to identified leadership for tracking and monitoring	Jessica Scheiner & Business Analytics Team	
2.2.d	Begin investigating resources/approaches for incorporating employment opportunities, Workforce Investment Board, job training, etc.	Jessica Scheiner	
2.2.e	Explore strategies for expediting referrals to RRH from SmartPath	Jessica Scheiner	

GOAL 3: EXPAND AVAILABILITY OF HOUSING RESOURCES TARGETED TO PEOPLE EXPERIENCING HOMELESSNESS			
Outcomes		Method for Tracking	
[xx] new rapid rehousing slots created		HMIS/HIC	
[xx] new PSH units created through acquisition of existing hotels or other structures		HMIS/HIC	
Strategy 3.1 Increase inventory of rapid re-housing			
Objective/Activity		Assigned Lead	Target Completion Date
3.1.a	Assess/analyze how much more RRH is needed	Focus Strategies	
3.1.b	Fund additional program slots in existing RRH programs, including funding for rent subsidies and case management	CAO	
Strategy 3.2 Acquire hotels or other buildings to create permanent housing for people experiencing homelessness			
Objective/Activity		Assigned Lead	Target Completion Date
3.2.a	Inventory available funding sources, including new State resources	Rayne Perez	
3.2.b	Identify hotels/other buildings and assess interest in acquisition	Elissa Benson	
Strategy 3.3 Create program or approach to conduct landlord outreach and engagement			
Objective/Activity		Assigned Lead	Target Completion Date
3.3.a	Review previous work on landlord outreach and engagement and explore potential partnerships (e.g. with Housing Authority)	Jessica Scheiner, Rayne Perez, Brooke Newman	

**GOAL 4: STABILIZE AND STRENGTHEN THE SHELTER SYSTEM, BUILDING UPON LESSONS LEARNED
AND PRESERVING GAINS FROM COVID-19 RESPONSE**

Outcomes		Method for Tracking	
Maintain ongoing daily capacity of [xx] beds in existing congregate shelter		Daily Shelter Tracking System	
Maintain ongoing daily capacity of [xx] beds in existing non-congregate shelter		Daily Shelter Tracking System	
Maintain ongoing daily capacity of [xx] beds in TAY shelter		Daily Shelter Tracking System	
Add [xx] HOSS+ beds		Daily Shelter Tracking System	
Strategy 4.1 Use data to manage size of shelter bed inventory			
Objective/Activity		Assigned Lead	Target Completion Date
4.1.a	Work with Focus Strategies to develop a tool or methodology to estimate shelter bed needs using system flow data (entries, exits, lengths of stay), to be used on an ongoing basis to inform decisions about increasing or reducing shelter inventory.		
4.1.b.	Continue to implement and refine as needed a process for real-time data collection on shelter bed use and availability		
Strategy 4.2 Manage inflow into shelter and prioritize people most vulnerable to COVID-19			
Objective/Activity		Assigned Lead	Target Completion Date
4.2.a	Maintain and refine centralized referral process for shelter access		
Strategy 4.3 Stand up and maintain new shelters			
Objective/Activity		Assigned Lead	Target Completion Date
4.3.a	Plan and prepare for Homeless Outreach Support Sites Plus, including pallet shelters and organized encampments		
4.3.b	Fully stand up and maintain operations of new TAY shelter and new site for trailers when SIP order ends		
Strategy 4.4 Ensure all shelter environments are safe, compliant with directives relating to COVID-19, and operating in alignment with principles of housing first, trauma informed care, harm reduction and client-centered services			
Objective/Activity		Assigned Lead	Target Completion Date
4.4.a	Find a way to re-initiate site visits to existing shelters by public health nurses or other medical field by August		August 2020
4.4.b	Demobilize or modify SIP operations while maintaining safety		
4.4.c	Provide trainings, tools and resources for dealing with challenging clients		

4.4.d	Coordinate with Behavioral Health for resources for shelter residents and to support staff at shelters		
4.4.e	Provide resources and support to Armory Expansion, ensure site operations are fully functional		
4.4.f	Explore alternatives to allow SIP operations to continue at AFC shelters starting in August		August 2020

Strategy 4.5 Maintain and improve cross-shelter coordination and peer learning

Objective/Activity		Assigned Lead	Target Completion Date
4.5.a	Transition weekly shelter provider call to bi-weekly or monthly virtual meeting to continue sharing information and identify areas to work together		July 2020
4.5.b	Continue to use PDSA process with shelter provider group to evaluate and make changes to processes that have been implemented to address COVID-19 in shelters		
4.5.c	Continue to support and evaluate purpose and functioning of group		

Strategy 4.6 Establish ongoing coordinated oversight for the shelter system

Objective/Activity		Assigned Lead	Target Completion Date
4.6.a	Explore options for a more robust structure for coordinated shelter oversight		

GOAL 5: CONTINUE TO IMPROVE AVAILABILITY AND EFFECTIVENESS OF SOLUTIONS-ORIENTED OUTREACH AND SUPPORT SERVICES FOR PEOPLE WHO ARE UNSHELTERED, BUILDING UPON LESSONS LEARNED AND PRESERVING GAINS FROM COVID-19 RESPONSE

Outcomes	Method for Tracking
[xx] people who engage with outreach teams and/or HOSS access shelter or housing	HMIS?
[xx] outreach events in specified time frame	

Strategy 5.1 Continue to expand and refine Homeless Outreach and Service Sites (HOSS)

Objective/Activity		Assigned Lead	Target Completion Date
5.1.a	Implement mobile outreach throughout the County, strategically fill gaps to ensure geographic coverage		
5.1.d	Maintain and grow the current interdisciplinary/interagency teams (teams should have more than one person, one area of expertise)		
5.1.e	Maintain budget for supplying safe camping supplies		
5.1.f	Coordinate/work with other service systems (e.g., sober living, treatment programs) to ensure referrals to service are not log-jammed as a result of COVID policies and practices		

Strategy 5.2 Continue to improve integration of outreach with the rest of the homeless system

	Objective/Activity	Assigned Lead	Target Completion Date
5.2.a	Maintain sufficient shelter resources for unsheltered people to be referred to and ensure that outreach workers are kept up to date on shelter bed openings and current shelter referral processes		
5.2.b	Develop approach/policy for how outreach workers can share information to collectively case manage people within the constraints of each organization's privacy and security protocols		

GOAL 6: IMPLEMENT DIVERSION AND TARGETED PREVENTION TO REDUCE RATE AT WHICH PEOPLE NEWLY EXPERIENCE HOMELESSNESS

Outcomes	Method for Tracking
[xx] assessors trained to do diversion conversations	
Successful diversions conversations and assistance – (start at 20%)	HMIS
Whether people diverted return to homelessness	HMIS

Strategy 6.1 Implement Smart Path Diversion Plan

	Objective/Activity	Assigned Lead	Target Completion Date
6.1.a	Identify resources for implementing diversion within Smart Path (including integration of Flex Funds project – See Goal 2)	Jessica Scheiner	September 2020
6.1.b	Develop diversion policies and develop and implement training plan	Jessica Scheiner	November 2020
6.1.c	Launch the learning community	Jessica Scheiner	November 2020
6.1.d	Design method for tracking diversion outcomes in HMIS and implement	Rayne Perez and Bitfocus	November 2020

Strategy 6.2 Coordinate with other community and mainstream entities to provide prevention assistance outside the homelessness response system

	Objective/Activity	Assigned Lead	Target Completion Date
6.2.a	Work with Community Action Board (CAB) to identify funding for rental assistance in South County as rent moratorium expires		

Strategy 6.3 Develop a clear model of who gets prevention assistance and what prevention assistance means

	Objective/Activity	Assigned Lead	Target Completion Date
6.3.a	Pull together information and research on prevention targeting and design in light of COVID and develop recommendations for an interim model	Jessica Scheiner	By End of Moratorium
6.3.c	Identify additional funding		By End of Moratorium

Sample Detailed Plan

- There will be one table for each objective/activity.
- Assigned Leads will be responsible for developing and updating implementation steps.
- Some objectives already have steps identified.

Strategy 2.1 Develop services and supports to help people move from shelter to permanent housing					
Objective/Activity		Assigned Lead	Target Completion Date	Cost/Funding Source	
2.1.b. Complete development of and implement Coordinated Care housing program (named Home Sweet Home) for targeted pilot shelters		Leslie, Jessica, Tatiana			
Implementation Steps:					
	1	2	3	4	5
Step	Develop logic model	Identify available staff to support	Identify funding source	Launch program	Evaluate using PDSA and prepare for expansion
Status					